

JANUARY 15, 1942

JAN 18, 1942



TWENTY CENTS

Sales Management

**One Way You Can Help
Lick the Japs and Nazis**

See Page 72

THE MAGAZINE OF MODERN MARKETING

SERIAL-READER TRAFFIC VISUAL

First Warner & Geasey Co.

Town & State Cleveland, Ohio

Individual S. Larson

Position Chief Engineer, B

Job Code: 521 Date 4-23-'41
24

Reading Status Report No.

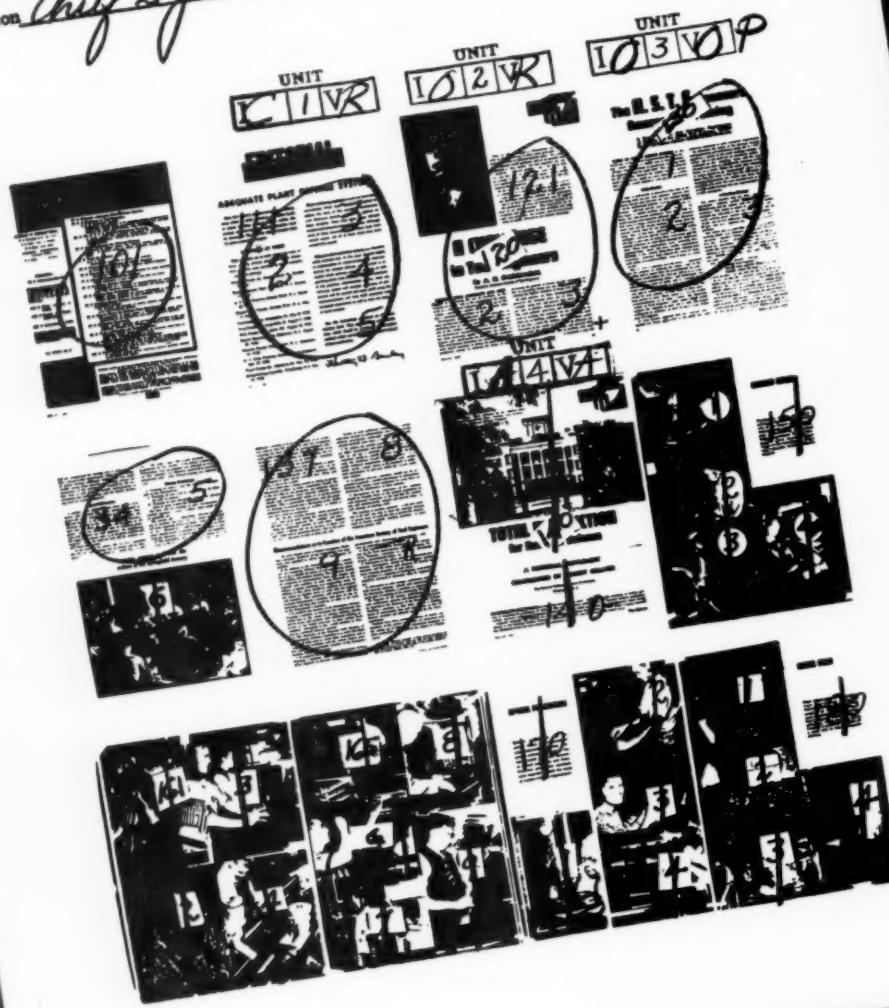
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Research testing THAT MEANS EDITORIAL STRENGTH!

What gets a magazine read? Which are the articles that, month after month, arouse the greatest interest and attention? Which are the articles that prove of greatest practical value and are put to work in the reader's business? The picture at the top of the page gives the answer!

Every month Mill & Factory gets full, detailed reports like this from the R. O. Eastman Co.'s field investigators — retained as an integral part of the Mill & Factory organization to conduct continuous field investigations among its readers. Eastman investigators — thorough, unbiased, highly trained in their work — report the reader interest and reader value of each article in every issue of Mill & Factory.

With these facts at hand Mill & Factory can tell exactly

month after month exactly the material that industry's key executives are looking for. This pre-tested editorial strength gives Mill & Factory a position unique among industrial magazines. Conover-Mast Corporation, 205 East 42nd Street, New York City; 333 North Michigan Avenue, Chicago; Leader Building, Cleveland.

MILL & FACTORY

HOW DO YOU LIKE YOUR EVENING NEWS?

EVERY WEEK-DAY
NIGHT MUTUAL BRINGS
A VARIETY OF TOP-FLIGHT
NEWS COMMENTATORS
TO AMERICA'S RADIOS...

AT 7 P.M.

WASHINGTON'S ON THE
SPOT REPORTER

FULTON LEWIS JR.
CONGRESS' FAVORITE
COMMENTATOR



...ALL TIME LEADER
WITH 31 SIMULTANEOUS
SPONSORS!

AT
7:30 P.M.

THE INSIDE
DOPE from

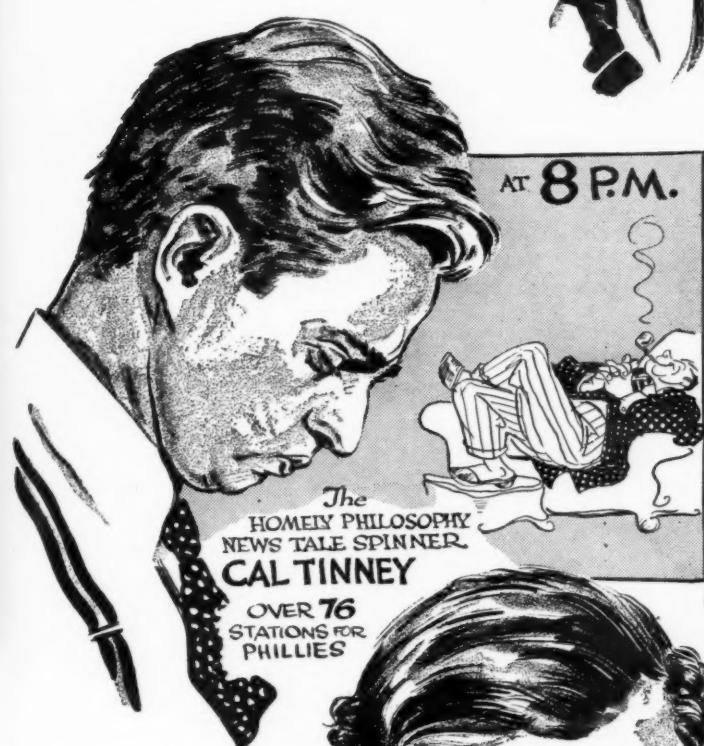
ARTHUR
HALE

WELL...
WELL...
SO THAT'S
HOW IT IS



"CONFIDENTIALLY YOURS"
CONTINUES A 28 MONTH HISTORY
WITH RICHFIELD OIL ...

AT 8 P.M.



The
HOMEY PHILOSOPHY
NEWS TALE SPINNER
CAL TINNEY

OVER 76
STATIONS FOR
PHILLIES

AT 10 P.M.

...ANALYTICAL
NEWS DIGEST

by **RAYMOND
GRAM SWING**

...ABOUT
TH' WAY I
HAD IT
FIGURED

CALLED THE WORLD'S MOST
WIDELY HEARD COMMENTATOR
...ROUNDING OUT 29 MONTHS FOR WHITE OWL ...

AT 9 P.M.

THE DRAMA
IN THE NEWS ...

**GABRIEL
HEATTER**



...IN HIS 21st MONTH
ON MUTUAL...SIX NIGHTS
A WEEK FOR THREE SPONSORS



... WHILE MUTUAL NEWS COMMENTATORS EARN DAILY
HOOPER RATINGS OF 7, 8, AND 9 THEIR CUMULATIVE
WEEKLY AUDIENCE IS OBVIOUSLY MUCH HIGHER!

MUTUAL BROADCASTING SYSTEM

FIRST IN THE FIRST THREE
NEWS...SPORTS...POPULAR MUSIC



Walla Walla Talk Talk

Ad managers and agency men recently received a "double size" letter from the city they liked so well they named it *"twice"*—Walla Walla. Everything about the epistle was plural, two stamps (one and a half cents each), name and address repeated twice on the envelope, salutation and date doubled, too.

Copy pointed out that "Walla Walla offers double measure in every sales potential except the DOUBLE-cross. . . . The Walla Walla *Union-Bulletin* represents a consolidation of two of the oldest established and most efficient newspaper operations in the Northwest. . . . A double press time, morning or evening. . . . Two states in the prosperous trade area. . . . Circulation double that of any average newspaper published in any city of comparable population. . . .

"These are just a few of the many DOUBLE advantages the *Union-Bulletin* brings to you. But this letter's already DOUBLE length. . . . Think TWICE before you get down to the 'W's' in the preparation of your next advertising schedule. . . . Yours Two-ly, Yours Two-ly, Walla Walla *Union Bulletin*, Walla Walla *Union-Bulletin*, Frank G. Mitchell, Frank G. Mitchell, Manager, Manager."

Down the side of this double-talking missive was a list of "Famous Doubles" ranging through the alphabet and including "AA, Aye, Aye, Beriberi, Can Can, Dum Dum, Goo Goo, Nichi Nichi, Oui Oui, Pago Pago, Sen Sen, Tsk, Tsk, Twinkle Twinkle, Zam Zam" and (of course) "Walla Walla, the name with the triple double spelling. . . . Two Double-U's, Two Double A's, Two Double L's."

Edwin F. Casebeer, national ad manager, says that the double-barrel sales message brought more than twice as much comment from recipients as any previous one. Readers hurried to send in additional double words, enough to start a "real double dictionary." Chuckling "goodie-goodie," at this hap-hap-happy state of affairs, he signs himself, "Twincerely yours."

Seller, Not Shooter

Merton Moore, research director of Albers Milling Co., Seattle, subsidiary of Carnation Co., has probably sold more bulls than any man in this country.

The bulls he sells by mail and in person are earth-pawing, bellowing bovines, heroes of Carnation's herd of contented cows. Some of them weigh 2,900 pounds, are priced at more than an automobile. "Toreador" Moore was a county agricultural agent in Wisconsin when he started his bull selling in an effort by the State Department of Agriculture to improve dairy herds.

"I consider myself the worst possible salesman," he says, "for I was timid and had no stomach for getting into high pressure debates with strangers. But I had a lot of friends among farmers, and getting those friends the right kind of bull to improve their herds was a pleasure, not selling at all."

After a year of this friendly helpfulness, he led every county farm agent in the state—closing an average of one bull sale every day. Soon the Carnation Co., which had a number of bulls to

sell, put him behind a desk in its Chicago office. He couldn't sell bulls in a skyscraper, but by letters he told his farmer friends about bargains. The first sentence of the first letter he wrote became the headline of an advertisement: "Sometimes you can buy a really good bull cheap." Before long he had sold over \$1,000,000 worth of bulls in every state and in many foreign countries.

"I began to take stock of my technique," he says, "but I couldn't find any traditional salesmanship. I merely knew that my company had the best bulls at fair prices, and that they would make money for our customers. I just kept repeating this. Of course I tried to inspire confidence so that customers would trust me to pick out a bull of the strain and type that would fit the needs of a particular herd. To do this I had to make a study of these individual needs."

"I never sold a farmer a bull unless he really needed one, and I was positive that the bull I offered was the bull which would do him the most good. A man who has been sold a bull, a button or anything else he doesn't need can be more ornery for more years than the ugliest bull in Christendom."

Gowns for Giraffes

Tall girls have a terrific clothes problem, so they claim, not only because manufacturers make skirts too short, but also because sleeves are too short and dresses are too high-waisted, and there's not enough underarm length. Peg Newton, a Missourian who came to New York and made good as a court reporter (\$100 a week), got good and tired of shopping around trying to find clothes that were kind to her five-feet-ten chassis. Apparel made for her size just wasn't smart and good-looking, and seldom fitted anyway, so she was always sitting up nights making over the things she had bought that were anywhere near her measurements.

Finally she decided to do something about it, viz., open a shop. That was two years ago. She found a few manufacturers who were willing to cooperate with her, but not enough, so she began to manufacture, as well as sell at retail, about 16 months ago. Her business has prospered, recently obliging her to move to new and larger quarters in mid-town Manhattan. She has gradually added to her line, too, and it now includes not only sportswear, but dinner and evening dresses, and coats and suits. Her clothes are being sold by one other store, Woodward & Lothrop in Washington.

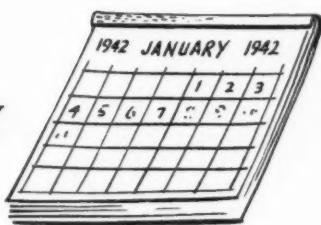
About 15% of America's women are said to be five-feet-seven, or taller, and this is the 15% to whom Miss Newton caters. She has a list of 3,000 customers and prospects, to whom she sends lively promotional pieces which she turns out personally. Her usual mailing piece is a two-piece folder, written in letter form, addressed informally to "Dear Giraffe" or "Dear Brunhilde," and illustrated with funny drawings of giraffes and rangy maidens,



Tall girls lose their self-consciousness when clad in such well-proportioned clothes as these, claims Peg Newton. She specializes in dressing the 15% of American women who are five-feet-seven or over. Many customers order by mail. She sends the order right out—with never a credit loss.



Can you sell by



the calendar

in a



stop watch world?

"Time is of the essence," we are told these days . . . on the firing front . . . at the forge . . . in the home.

Hours and days . . . not weeks and months . . . are the intervals by which this war's events take shape and affect the people of Manila or Milwaukee.

Blackouts, curtailment of supplies, restrictions on movements of goods and people break with startling, stilling suddenness.

"ALERT" was just a word a month ago. Now it's a way of life.

Closer than any other medium in matching this hurrying stride is the newspaper. Neither fragment of the moment nor dated resume, the newspaper is the day by day—often hour by hour—account of what is taking place . . . tangible, complete with maps and pictures.

Always the basic advertising medium, the newspaper in wartime assumes added value and importance. Its flexibility permits the meeting of changing conditions when they change . . . where they change. Use of the newspaper entails no hindering commitments that might prove costly in a future that can't be predicted.

In Milwaukee and its thriving metropolitan zone of 210,000 families, advertisers keep on the alert and inform their public through The Milwaukee Journal.

In this one way they reach practically everybody—because The Journal is read daily in 88.5% of all city zone homes . . . by more than 8 out of 10 of all families!

As we begin the first full year of the war, sound selling advice is The Milwaukee Journal . . . First by Merit . . . First by Preference!

THE MILWAUKEE JOURNAL
FIRST BY MERIT





The Adventures of "Cap" Cotton

*who will symbolize for you in '42 the fact that Memphis is the cotton "cap"ital of the world.



MEMPHIS, the center of cotton's growth, its distribution, and the varied industries modern chemistry has built from it, is truly the cotton capital of the nation.

For in addition to being the world's largest cotton market, Memphis is the home of many national manufacturers who have moved their plants to this source of cotton supply.

That's why advertisers consider WMC one of the most productive radio stations in the country.

WMC

Memphis, Tennessee

5000 WATTS DAY
1000 WATTS NIGHT

NBC RED NETWORK

REPRESENTED NATIONALLY
BY
THE BRANHAM CO.

OWNED AND OPERATED BY
The Commercial Appeal

Member of
South Central Quality Network
WMC—Memphis WJDX—Jackson, Miss.
KWKH-KTBS—Shreveport
WSMB—New Orleans
KARK—Little Rock



and of the clothes she has designed for her fellow-sufferers. She looks upon this as a sort of periodical, and calls it "Tall Talk."

Miss Newton has not had much trouble gathering a following of tall girls, for her fame has spread by word-of-mouth, and the fashion press has been kind about writing pieces about her business. Customers confide in her and tell her of the complexes they've developed as a result of their height. Mothers come in with sad tales of broken-spirited daughters. "Most of them think they would get along better if they were short—that it's only their height that holds them back, but they really just want a peg to hang their failures on," she says philosophically.

She likes to remind her tall friends that showgirls and photographers' models are always tall, and that they wear their height regally. She's a gold mine of advice, on accessories, jewelry, etc.: "Wear big jewelry that won't make you seem over-sized. Stay away from seed pearls. A tall girl should glory in her height!" She has had to assemble information on a great many items that she does not sell, to be able to tell her Brunhildes where to buy long girdles, good-looking but long low-heeled shoes, etc.

To an increasing extent she is being asked to talk to women, especially to clubs consisting of tall girls and women. One such club planned a dance to which only tall men were to be invited. "That's all wrong," she warned. "Why cut yourself off from the pleasure of other men's society—you're narrowing your field too much."

No Flub-dub for Them

The thirty-eighth chapter of the "Business Leaders of America" has just been organized in Chicago. It started in 1916 when a few business men in a midwestern city were brought together as a breakfast club to plan to help each other in a business way. In recent years, without fanfare or publicity, it has become a national organization with A. D. Scott, of Omaha, chain newspaper publisher and one-time purchasing agent of the State of Nebraska, as its guiding spirit and chief organizer.

While the Business Leaders of America group has had its greatest growth in the Mississippi Valley, there are now chapters on the Pacific Coast, in Florida and other parts of the country. Its slogan is, "If it's going to happen we want to know it." Primarily the idea is to pass business tips along. This is done, in the main at the weekly breakfasts, by filling out a form known as "Lead-o-Grams." All tips are passed on anonymously.

Monthly dues are sufficient to cover the breakfast and so, to cash in on the dues investment, it is up to each member to attend. Also, once each month the sales managers of the member companies meet for a breakfast, and once each month the top secretaries of the "brass hats," ditto. Each member company holds the roster of membership one week in turn. Each member must drop into that place of business during the week and register. That means all become better acquainted with the other fellow's house.

Unlike the general run of service organizations, there are no social features, no entertainment, no songs, no guests or guest speakers, and no folderol whatever. Little is known about the group generally, as no effort has ever been made to get publicity of any kind.

Membership is by invitation and only top flight executives of selected companies, one in each line, are chosen. Usually there are approximately 50 in a chapter and the biggest, today, has 88 members. Each group has a paid business manager with, sometimes, one or two assistants. Every member acts as a business scout for the entire body. In other words, if a member knows of a coming blessed event or of a house or business building planned, or maybe someone who is going to buy a motor car, he passes the information along to any member who might be interested.

There have been cases, according to Mr. Scott, where single tips have resulted in sales running into tens of thousands and even hundreds of thousands of dollars. It isn't a case of the members trading with each other, but of getting sales outside of the membership—other people's dollars, Mr. Scott explains. So quietly does the group operate that it may work steadily for years in a city practically unknown to any outside the membership.

A STATEMENT OF POLICY

BY



FACING an uncertain path, as every business does until Victory again charts our course, GRIT pledges determination to discharge faithfully its full obligation to the 600,000 families in Small Towns of America who rely upon GRIT each week. These families, living in 16,000 Small Towns in most of which no daily newspaper is published, have looked to GRIT for their information and instruction, entertainment and fiction for 59 years. These we will not now fail.

Even as our founder, the late Dietrick Lamade, devoted 56 years of his life to their best interests and welfare, so we now recognize them as our continuing trust. Their hopes and fears, their joys and sorrows we will share; their precious rights as Americans we will defend, and their responsibilities as such we will endeavor to point out.

Despite the increased costs which are to come, we will continue to furnish them the best newspaper possible and strive to continue to merit "America's Greatest Family Weekly." And we confidently hope there will be no change in the price of 5¢ to the 93% of our readers who buy their copy each week from their GRIT salesboy, or \$2.00 a year to the 7% who receive their copies by mail.

We trust, too, that it will not be necessary to increase our advertising rates. For at least the first half of 1942 we will maintain our present structure of \$2.00, based on a guarantee of 500,000 net paid (1941 net paid will approximate 580,000).

So long as possible, GRIT will continue its Reader Surveys to help advertisers observe their competitive position in the Small Town Market, its studies of representative towns, and its interpretive findings to national advertisers and agencies. For, with increased news interest, GRIT becomes of even greater influence in Small Town America.

Darker days may come before complete Victory again brings equilibrium, but our course is set . . . our task is clear. With God's help we shall not fail our heritage.

GRIT PUBLISHING COMPANY
WILLIAMSPORT, PA.

GEORGE R. LAMADE, President

CHARLES D. LAMADE, Vice-President

HOWARD J. LAMADE, Secretary

Sales Management

VOL. 50, NO. 2

JANUARY 15, 1942

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Notes from the Managing Editor's Desk

In the few weeks since Pearl Harbor, important things have happened to advertising. Its treble has changed to bass. It is demonstrating by sheer character that it can be a powerful tool to further the public interest at a time when the man in the street is befuddled in his understanding and likely to be grossly misled by rumor. We present, in this issue, beginning on page 18, a gallery of current advertisements by some of America's leading corporations, any and all of which are a credit both to their sponsors and to advertising as an industry.

* * *

A production schedule has been posted, two new proofreaders have been hired, huge yellow work sheets are being lugged from one desk to another, slide rules are going like the trombone section in Cab Calloway's band, and the research director has every third meal on a B. & O. train somewhere between New York and Washington. All of which means the April 10 Survey of Buying Power is on the way, praise be to Allah. You'll know when it comes, because it will mash your foot if you drop a copy.

* * *

Coming soon: A report from the president of one of America's leading drug companies on the results of their adoption of price maintenance contracts.

A. R. HAHN

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Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending January 15, 1942:

What's Half of 110 Billion?

I HAD JUST FIGURED OUT—after several hours of research, that war apparently cannot be more than a half-time business. Then along came the President, with his message to Congress on the state of the Nation, and said the same thing, only much better of course.

Great Britain's "all-out" effort has stepped up war expenditures to somewhere near 45% of national income. Germany, with longer experience and a completely regimented economy, has apparently pushed it up to around 55%. No modern nation has ever devoted much more than half of its energies to making munitions and supplying an army.

But to be successful in modern war a nation does have to come close to the half-way mark. France tried it the easy way. Look at France.

A nation with a sound home front, given time, can replace its sunken warships and reenforce its beaten armies, as the *Wall Street Journal* points out in a brilliant series of articles under the heading "The War Economy." An army with a demoralized home front is like an army without a base.



The President confirmed the "half-way" point when he predicted for the 1942 fiscal year a national income of \$110,000,000,000 and asked for an "all-out" war budget of \$53,000,000,000, which is 48%. He said, "These estimates reflect our determination to devote at least one-half of our national production to the war effort."

Now the real significance of the figures seems to be this: As national income in a war economy soars through record-breaking employment at higher wages and longer hours, the percentage of the value of goods, and services for civilian use may go down, but either in units or in dollars it may drop only very slightly.

Subtract 53 from 110—and the answer is 57. Fifty-four billion dollars is \$3,000,000,000 higher than the estimated value of retail sales in 1941.

Say that's over-optimistic; that we can't have that much for civilians and still do the war job that has to be done. Cut it to \$45,000,000,000 for civilian goods and services. THAT'S STILL MORE THAN THE TOTAL NATIONAL INCOME FROM ALL SOURCES IN 1933!

The character of the goods available will be different, of course—more of some, less of others. Ingenuity on the part of American business men in using existing non-critical materials—making new products from them as well as continuing the old—can conceivably hold the value and volume of retail sales and services at 1941 levels, or perhaps even raise them a notch.

What Can I Do?

THAT'S WHAT EVERYBODY IS ASKING. We all understand sufficiently well that the war is likely to be long, that it will be costly, that time is short. We all want to help—but how?

Many of us are so worked up over what we'd like to do, but for a variety of reasons (such as over-age or lack of technical skill) cannot do, that we are making a mess of running our regular jobs. For those who have worked

themselves into such a disorganized condition, I recommend an editorial called "What Can I Do?" which is running currently in all of the McGraw-Hill magazines.

Probably the following excerpt from the editorial will, at first glance, seem obvious: "*That supreme obligation is an honest day's work, every day, from every man, every woman, every machine. . . It is as simple as that!*"

It may be obvious, but it very much needed saying, and it very much needs considering by every one of us who wants to do something constructive in helping to win the war. Of course it applies to workers in shipyards and munition factories. *That is obvious.* But it applies equally well to office workers, marketing executives, salesmen.

For if we allow ourselves to become disorganized and worried over our inability to do what we can't do, we lose our ability to do what we *can* do—and that is to make business as good as it can possibly be made under the circumstances—so that we may contribute through ourselves and through providing maximum employment the largest possible amount of taxes and buy the largest possible number of Defense Bonds!!!

Let's get this straight (and the McGraw-Hill editorial helps): The most patriotic move that any of us can make who are stopped from active war service or the making of the materials of war, is to remember honest work will win the war. Loafing will lose it. The showdown will be whether Hitler can drive his people to work harder than we are willing to work. There is no one to drive us. We must drive ourselves.



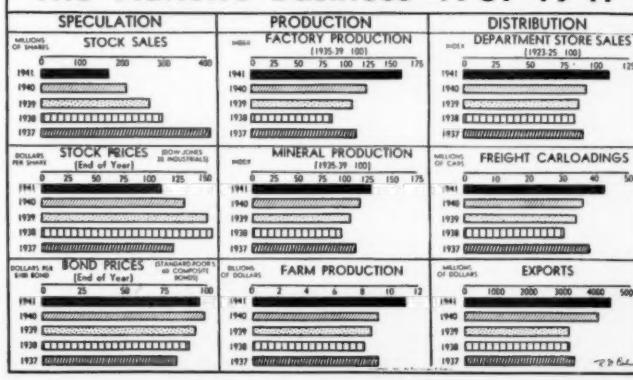
Subscriber Cy Norton of the Strathmore Paper Co. makes a good suggestion: That the slogan "Help Make America Strong!" was swell while we were preparing against a possible attack, but that now it's a bit dated. He suggests this closing line for all business letters:

Help Make America Victorious!

A Case of Mistaken Jitters

PACIFIC COAST ADVERTISING MEN seem to have the idea that citizens of the East and Middle West, especially the marketing executives, believe that the coast states are under the same state of siege as Luzon. Judging from their frantic wires to this office, asking for surveys of "opinion" about conditions in California-Oregon-Washington, they think that Easterners have a picture of constant

The Nation's Business—1937-1941



black-outs, air-raid warnings, cessation of retail trade and manufacturing.

We don't know what precipitated their fears. Certainly the sane Eastern marketing executives know that until such time, if ever, that invasions or steady bombing occurs, the Pacific Coast will represent the same kind of a market which it has represented in the past—or, more accurately, an even better one because it is such a big beneficiary of war orders.

The New York *Sun's* Ward Morehouse reported from San Francisco on January 7 that people there somehow had the idea that the impression exists through the United States that "San Francisco was on the verge of evacuation, that machine guns were mounted along Market Street and that the city was under martial law. From outward appearances it is no more under threat of attack, it is no more at tension pitch, than Chicago or Cleveland."

If you don't get jittery, California, we won't.

Orchids, incidentally, to the San Diego-California Club which contemplates no diminution of its advertising activities. The committee was unanimously agreed that a curtailment or cessation of the organization's functions would be interpreted as reflecting community jitters. The Pacific Northwest group did get the jitters, and cancelled its tourist advertising.

In Defense of Tomorrow

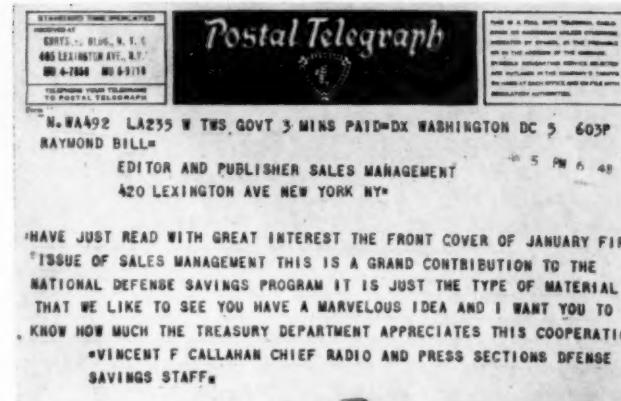
MARKETING IS GOING TO BE ON THE SPOT when the war is over, for the national call is going to be for production and more production and still greater production. For the past 20 years, we have been living through a period when production was easy, when nearly every factory could produce more than its marketing department could sell. Consequently a high premium was placed on marketing achievements. But while war is with us the feeling of the general public and the law-makers is likely to be that marketing is not a particularly needed or useful function. As an example, the current "Business and Legislation Report" of the Research Institute of America recommends that its subscribers "Make sure that your following offices are manned by men about whose ability you have no doubt—in this order: Purchasing, Production, Accounting, Pricing and Costs, Office and Personnel Management, Sales."

Sales, you see, is at the bottom of the list. While we do not agree with their judgment as to the relative importance of the sales manager, we reprint it as an example of what marketing executives are going to be up against unless they keep on the alert and constantly impress upon the owners of their companies and the general public and Washington that marketing is a useful and needed function in modern society.

As Dr. Howard T. Hovde, retiring president of the American Marketing Association said the other day at the annual convention of that group in New York, "There is a 'time investment' to be made in marketing plans which parallel the factory investment in preparation for production. The 'make ready' for marketing post-war products is at hand if business is not to sink into the quagmire of despair and a goose-stepping regimentation of an uncertain future. With war, the planned economy tested during the last 18 months of defense preparations will reach all the way from production through consumption."



Marketing executives should take the lead in exploring and analyzing the present in terms of a practical future. In organizations both large and small the special planning committee of the General Electric Co. could be copied with



SM's January 1 front cover suggestion that salesmen be mobilized to sell Defense Bonds, that these bonds be used as contest prizes, brought an enthusiastic wire from Washington. At the January 7 meeting of the Sales Executives Club of New York members were told that this was the most effective way in which men over the fighting age could help win the war. If the volume of Defense Bond sales does not average a billion dollars a month (twice the December average) some sort of compulsory savings will have to be instituted by the Government.

profit. This committee includes specialists in sales, engineering, research, manufacturing, accounting, and public relations. Its duty is to plan for the future without detracting anything from the company's immediate and paramount problem of producing for defense.

The committee goes from factory to factory making careful inventories of capacity, machines and men. It looks at existing products and services with an eye to expansion, and burrows into the records of laboratories and products committees for possible new services.

The idea stems from experiences of the first World War when for example, a General Electric factory built for the construction of Navy turbines was later utilized for commercial motor and generator manufacture, while a factory used for the production of shells later was employed for the manufacture of industrial heating devices.

One tentative conclusion of the committee is that electrically heated flying suits may well become the basis of a new industry in electrically heated garments and bed clothes. The company says in its quarterly report to stockholders: "The opportunities which existed in 1919 for post-war development are over-shadowed by those which are ahead now. New markets for frequency modulation radio, for television, for air conditioning, for fluorescent lighting, for plastics are still to be mined out of tomorrow. In our research and engineering laboratories are many of those amazing by-products of war which flower only in peace-time and which we may know today only as turbo-superchargers for bombers, or as intricate electronic devices for aiming guns and protecting cities."

Working along slightly different lines, Westinghouse has changed the emphasis in its advertising program. Frank R. Kohnstamm, sales manager of the merchandising division, says, "Our advertising and promotion plans for 1942 are designed to keep consumers thinking about electrical living and Westinghouse appliances even though many purchases will have to be deferred until peace comes. In planning such a program we have shifted the emphasis from individual product advertising to a broader story explaining the advantages of our appliances to the consumer. Such subjects as Westinghouse Informative Labels, our service policy, our quality controls system, will be stressed and interpreted in terms of the appliance purchaser. There will be advertising on the individual appliance including refrigerators, electric ranges, irons, and roasters."

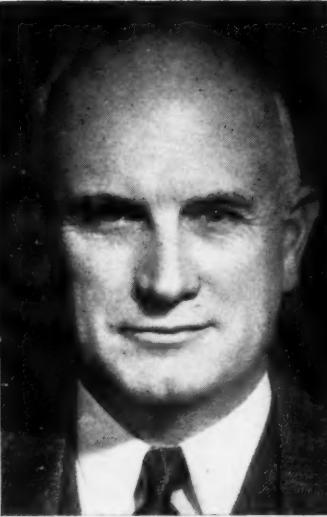
PHILIP SALISBURY



Johnston



Rollans



Beitzel



Reed

GALE F. JOHNSTON is promoted from regional manager of the group insurance division to third vice-president of Metropolitan Life Insurance Co. He joined the company in 1925, at the St. Louis office. Now he heads sales of the entire group insurance division, which has in force over \$4,000,000,000 of group insurance covering 2,100,000 people.

DEAN ROLLANS is elected vice-president in charge of sales of Wickwire Spencer Steel Co., N. Y. Following graduation from the University of Arkansas in 1921, he entered the steel business, joining Wickwire Spencer in 1928.

GEORGE B. BEITZEL advances from sales manager to vice-president in charge of sales of Pennsylvania Salt Manufacturing Co., Philadelphia. He came to the company 12 years ago; previously he had been with John T. Lewis & Bros. He is president of the Philadelphia Sales Managers' Association.

VERGIL D. REED, assistant director, Bureau of the Census, Department of Commerce, has been elected president of the American Marketing Association, and also a Life Fellow in the American Statistical Association. There are only 95 Life Fellows. He has been with the Census Bureau since 1936.

NEWS REEL



Wolf



Elliff



Woodard



Richardson

ALFRED E. WOLF is appointed assistant to the president of Standard Oil Co. of Ohio. For the last 11 years he has been in charge of the research and statistical departments of the New York office of F. S. Moseley & Co.

JOSEPH C. ELLIFF, assistant general sales manager, moves up to executive vice-president of Stewart-Warner Corp., Chicago. He joined S-W in 1939. For 16 years before he had been with Curtis Publishing Co., the last 11 as western manager for *Saturday Evening Post*. He will continue to serve as asst. gen. s.m., at the same time assuming new responsibilities.

GEORGE H. WOODARD has been appointed manager of the new products division of Westinghouse Electric & Manufacturing Co., Pittsburgh. Vice-President F. D. Newbury announces. Mr. Woodard joined the company in 1936 when the division was formed.

WILLIAM S. RICHARDSON is named general manager of B. F. Goodrich Co., mechanical goods and sundries sales, succeeding J. H. Connors, resigned. Mr. Richardson joined the Akron firm in 1926 as a member of the staff of the assistant works manager.

Photograph of Mr. Rollans by Conway; Mr. Beitzel, by Backrach; Mr. Wolf, by Kaiden-Keystone

Advertising in Armor

America's entry into World War II has already wrought a profound change in advertising. After years characterized by a profusion of adolescent copy whose major excuse for being was the assumed 12-year-old mentality of the masses, advertising has suddenly become adult. The six weeks since Pearl Harbor have seen the base of advertising enormously broadened, its significance deepened, its function expanded to include the demonstration of positive, constructive business leadership during a national crisis.

Under pressure of great events, December and January brought into the public prints some of the finest advertising copy America has seen in years—not fine, much of it, from the standpoint of literary style, but powerful, readable, convincing and inspiring because it reflects the courage with which business has accepted its unbounded responsibilities. Dwarfed almost to insig-

nificance is the conception of advertising as a tool for straight sales promotion. Now advertising is becoming an expression of the recognition, on the part of business, of its incalculable social and patriotic responsibilities, of its role as the custodian of a national trust.

On these pages we present a handful of samples of Advertising in War Times. We shall continue to gather for SALES MANAGEMENT readers more and more advertisements which demonstrate new techniques in advertising—techniques which the editors of SM believe will carry over long after Peace comes. Far from being a "non-essential" industry, advertising is already proving its power to do everything from recruit for the armed forces and sell war bonds, to reporting to the public on the stewardship of business on the production program which will eventually bring freedom to the enslaved and hope to the despairing.

In the spirit of Paul Revere...

REVERE COPPER AND BRASS INCORPORATED
Executive Office: 230 Park Avenue, New York

Shadow of Things to Come: On June 11, 1940, Revere sponsored an advertisement in the New York Times proclaiming its readiness for big assignments to come. (The "3 M's" referred to: Metals, Men, Machines.) Now it emphasizes, again, its foresight. This "you-can-believe-in-us" type of advertising builds confidence, and confidence means morale.

SALESMEN AVAILABLE

Prominent Corporation desires to place six outstanding men (35 to 48) who for ten to fifteen years have had successful records with us, in selling and sales promotion work. Honesty, sincerity and loyalty are vouched for. Territories Metropolitan New York, Northern and Central New York, Pennsylvania and New England. These men are available because war conditions compel us to discontinue all sales promotion activities.

X 195 Herald Tribune

Manpower for Sale: A single instance of an effort to find new jobs for trained salesmen a company no longer can use. Sales managers feel a keen responsibility toward such men.



"Son," he sez in language that even I can understand, "if you want a dime after I explain its power, I'll give it to you. This dime I am holding will buy you some temporary pleasure... or it will buy victory for your nation, liberty for your people. There are, yes, 130,000,000 men, women, and children in this great country... and if each one loaned his government only 10¢ that would make \$13,000,000. This means

A dime is 2 fully-equipped new Naval Destroyers;
A dime is 52 giant Flying Fortress Bombing Planes;
A dime is 162 medium-duty tanks for the U. S. Army;
A dime is 520,000 rifles for Marines on Wake Island;
A dime is the complete equipment for 100,000 men;
A dime is the destruction of Nazism and of Hitler;
A dime is the end of cheap puppets like Mussolini;
A dime is the complete revenge for "Pearl Harbor."

Yes, this dime that has been squandered thousands of times in its short life holds the key to our freedom. When I was your age, son, I used to think a dime was about the most important thing in the world... and now I know it is! Why, if all the dimes wasted in every hour of every day were turned into Defense Stamps, we would have all the money necessary to win this war. I wish that I could talk to every American—just as I am talking to you—and point out the fact that it is his duty to buy a Defense Savings Stamp every time he has an odd dime. I would tell him not to wait until he has the entire amount for a complete Bond... but that he should permit the United States the use of all those "Wise-men dollars" in the meantime. I would ask him to follow my resolution: Buy a Defense Savings Stamp or Bond every time I pass a Post-Office, a Bank or a Department store. That is how I can help!"

DIME —



- SYMBOL OF AMERICA

In the interest of National Defense
Sears, Roebuck and Co.
Purchaser

For the Record: With food costs rising and far too much unfounded rumor about food shortages floating about, A. & P. comes out with a convincing and reassuring statement of company policy. Another example of the trend in today's advertising toward personal sponsorship of messages by the executive head of a corporation.

We pledge ourselves to this cause

A Statement by
The Great Atlantic & Pacific Tea Company

We make this pledge publicly to our national government and to the people of the United States:

That we will cooperate unhesitatingly in every effort of authorized government agencies to prevent unwanted rises in prices of foods.

That we will continue our efforts to reduce the spread between prices paid to the grower and prices charged to the consumers.

That to this end we will continue to do everything in our power to assist the farmers and growers of America in the orderly marketing of their products at the fairest possible prices to them.

That we will make every effort to hold our inventories at the lowest point consistent with good service to our customers because hoarding, whether by wholesalers, retailers, or consumers, will cause higher prices.

That we will endeavor to continue to pay our employees the highest wages and to give them the best working conditions in the grocery business generally.

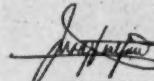
That we will make every effort to continue to sell food at retail at the lowest gross margin of profit in the history of the retail grocery business.

Today we are providing food for our customers at the lowest gross profit rate in the history of the retail grocery business. This means that we have achieved efficiencies in the distribution of food never before attained. More of your food dollar goes for food and less for overhead expenses than ever before. No other great retail business in the United States in any field is operated with such a low cost of distribution.

No one in the food business can control the wholesale price of food. Only the government of the United States has power to do this, and for the protection of our people this power in the government is now a necessary power.

Today, with the nation at war, we believe that no private interest has any rights in conflict with the general public interest.

The armed forces of the United States are today receiving more and better food than ever before in our national history. It is equally important that all of our people working and living behind the lines, men, women and children, shall be better fed and better nourished than ever before in our national history.


James A. McEntee, President

Dime's Worth: Sears, Roebuck takes a full page of newspaper space to tell the "little money" people that the Government needs their small change—that they, too, can play a vital role in bringing victory. Unselfish and completely effective for its powerful use of the specific.

The best store demonstrator, experience has shown, is a middle-aged woman who is used to traveling and who has few home-ties to distract her mind from the job. But the stage must be set for this "ideal" demonstrator to function most efficiently, store personnel primed to work with her.

Photograph
courtesy
House Furnishing Review



Do's and Don't's for Staging Department Store Demonstrations

FEW demonstrations conducted by manufacturers in department stores are well conducted—from the manufacturer's side of the fence. That hasn't always been due to lack of knowledge, on the part of the manufacturer, of how properly to conduct demonstrations. Frequently, the cause has been the store's attitude. The better stores, particularly, would permit demonstrations to be conducted only when and how it suited their fancy. What appealed to them as a worthwhile demonstration did not always actually give the sponsoring manufacturer his money's worth.

But today, the dictatorship of the buyer has been weakened, if not toppled. Manufacturers, by and large, are in a position to lay down some rules and regulations of their own. The question of the moment, then, is: How should a manufacturer plan a department store demonstration so that the investment brings him, as well as the store, a fair return?

It should be made clear, at the outset, that we are talking about genu-

Aside from "good theater" in the show itself, one of the most important factors in the success of manufacturer-sponsored demonstrations in big retail outlets is the selling of the plan to buyers, merchandising managers, and advertising managers.

B Y
LAWRENCE
VALENSTEIN
*President,
The Grey Advertising Agency, Inc.,
New York*

are retail salespeople, pure and simple. That also rules out so-called demonstrators sent out by foundation garment manufacturers, who also are more in the nature of retail salespeople.

The type of demonstrator to be discussed in this article is the kind most frequently seen in the housewares department of department stores, demonstrating a new mechanical kitchen gadget. This type of demonstrator performs what was originally the function of all store demonstrators—to create excitement by staging an unusual demonstration and to train the store's own salespeople so they could do a good selling job after the demonstrator left.

Any successful store demonstration must start with the demonstrator. From 90% to 95% of store demonstrators are women. Under any sound plan of demonstration, they must travel, and travel constantly. That promptly raises a personnel problem, because too few women remain happy on the road for long. The turnover in any field force of demonstrators is bound to be high. For these reasons, it has become customary practice in those fields where beauty and youth are not essentials, to employ middle-aged women who have traveled before, who have had selling

* This is the sixth of a new series of articles by Mr. Valenstein on sales promotion. Others have appeared in the August 15, October 1, October 10, November 15 and December 15, 1941, issues of *SALES MANAGEMENT*.

experience, and who have no strong family ties.

The salary paid to demonstrators varies from \$18 a week and a commission on sales, to straight salary and expenses with salary starting around \$25 and expenses running at least that high. An efficient traveling demonstrator nets from \$30 to \$40.

It is customary to have a training program for demonstrators. Too often, these training programs are poorly conceived and even more poorly developed. Too seldom have they been prepared from the viewpoint of behind the retail counter. A training program for demonstrators should cover two fundamentals: All the required facts about the merchandise; a dramatic story and demonstration, spiced with suitable variations.

Most training programs wander far afield, are excessively wordy, are antiquated and are too theoretical. Also, too frequently the training program consists of a book or booklet, or a series of bulletins, that the new demonstrator is asked to read, the assumption being that the mere act of reading will give her all the knowledge she requires. An effective training program demands dramatic presentation to the demonstrator—and it also demands rehearsal by the demonstrator to make certain that she has learned her "part" well.

Spigot Thrift, Bung Waste

A demonstrator program also calls for:

1. Field supervision. It is amazing how many demonstrators function entirely without field supervision, or simply under the none-too-watchful eye of the salesman in the territory. Few salesmen have the time, patience or ability to supervise demonstrators. The manufacturer with a sizeable force of traveling demonstrators who does not spend from 10% to 20% of his total demonstrator cost on field supervision is saving at the spigot and wasting at the bung.

2. A carefully devised system of daily and weekly reports. These reports should compel the demonstrators to report on all of the functions which they are expected to perform. They should also compel the demonstrators to report on customer complaints, customer suggestions, etc. The demonstrator report system, in brief, should give the home office a clear picture of how each demonstrator is functioning and also a flow of on-the-spot customer and trade observations.

3. A sensible routing system. One manufacturer found, on study, that his force of demonstrators, which was cost-

ing him \$80,000 annually, was spending about 75% of its time in retail stores that provided the company with less than 30% of its total volume. Demonstrator dollars should follow sales dollars. There is no sense sending demonstrators out after fringe business. Doing that usually ends up as a program of simply swapping dollars.

These are the "behind-the-curtain" phases of a demonstration plan. Assume that these phases have been sensibly developed. Comes next, how best to stage demonstrations in department stores so that the manufacturer gets a reasonably fair return on his outlay.

Perhaps no point insists upon more emphasis, in this regard, than that of so arranging the demonstration that the store's own sales force is better able to carry on once the demonstrator has left the store. The large majority of demonstrations fail completely to accomplish that. Most demonstrations make no provision for the demonstrator to function in the dual capacity of demonstrator to the public and sales instructor to retail salespeople. Yet that second function is actually more important than the first.

The reason is obvious. It seldom happens that demonstrators can turn in a sales volume that is obtained on a sufficiently low cost basis. More often, every dollar of sales obtained by a demonstrator is secured at an exorbitant cost. The expenditure can, therefore, be justified only if the demonstration brings in repeat business, if it has advertising value, and if the retail salespeople are helped to sell the item or line more efficiently.

Consequently, arrangements with the store should usually include permission for the demonstrator to spend time with salespeople in the department, training them. These arrangements should also insist that one or more salespeople work alongside the demonstrator so that they can absorb the sales tactics of the demonstrator through actual observation. It wasn't always possible to make "provisos" of this kind in previous years when offering demonstrators to department stores. But it can be done today, if the line is of any importance to the store.

It is also good sense to arrange with the store to secure the names of all salespeople in the department and to follow up these salespeople



"She's a Japanese destroyer, Sir; they want to know if we'd like to buy some nice silks cheap before either of us opens fire!"

by mail. A simple little bulletin of helpful selling hints can go a long way toward keeping alive the impression left by the demonstrator. Certainly there must be enormous waste when salesgirls are trained by a demonstrator for two or three days and then not noticed any further. On top of that, the demonstrator should be provided with literature to leave with the salesgirls.

Where demonstration privileges can be obtained for only part of the day, it is important to insist on store hours enjoying heavy traffic. For example, early morning hours are not desirable. A demonstration can be successful only to the extent of the traffic that flows around the demonstration counter. That is axiomatic—but frequently overlooked. In addition, if demonstrators spend only part of a week in a store, and the remainder of the time traveling or with other duties, it is important to insist on the busier days of the week—which, of course, means the latter part of the week.

Demand—and Get—Action

Another point to cover in store negotiations is permission to make the demonstration active. Some stores have had fairly stringent rules with regard to how far a demonstrator may go in "stopping" traffic. These stores have insisted that no talk or demonstration is to be made unless and until a customer actually walks up to the counter. However, that is a serious limitation on customer audience that cuts down the productivity of a demonstrator by as much as 75%. It is therefore sound advice to urge that no demonstration be given where permission cannot be obtained to conduct a demonstration that will attract an audience, rather than waiting for an audience to assemble. And by "conducting a demonstration" I refer both to some specific activity at the counter and, where advisable, to an actual running sales talk.

It is right here that the importance of having a store salesgirl working along with the demonstrator becomes apparent. The more actual demonstrations the demonstrator can give, unhampered by the need to stop and make a sale, the more volume the team, consisting of demonstrator and salesgirl, can turn it.

Your sidewalk fakir, with his mysterious motions and paraphernalia and patter does a magnificent job of assembling an audience quickly under vast difficulties. Demonstrators should be given exciting ideas and dramatic display material to enable them to snare as large a share as possible of the store traffic.

There are only two ways that a demonstrator can stop aisle traffic and both are largely visual. One is the demonstration itself, which may catch the eye of a passing customer—abetted by the demonstrator's running patter which may reach the ear of the customer. The other, and probably the more important, is the display set-up surrounding the demonstrator. It is essential that powerful displays should be part of the demonstrator's equipment.

You, as a manufacturer, may say that better stores will not permit this type of display. That was true—it isn't nearly so true today. Remember that department stores are fighting for volume—because volume is their life-blood and volume shows signs of slip-

ping off dangerously. Consequently, they are less interested in prestige and swank—they're more willing to revert back to shirtsleeve selling. Therefore, design displays for your demonstrators that will help them to "pull in" an audience—and then fight, if necessary, to prevail upon department stores to permit you to install these displays.

Finally, we come to the problem of a store promotional program that will enable the store to utilize the demonstrator as a means of bringing more traffic into the store itself. Naturally, the extent to which a store will promote a demonstration will depend entirely on the volume, profit and prestige that it may be able to squeeze out of the demonstration. There is no sense

(Continued on page 41)

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, and Business Journals]

6NX

American Safety Razor Corp., Brooklyn, introduces a double edge blade to fit standard double edge razors, under the name of "Star." The single edge Star has been on the market since 1880 and is now "the largest selling single edge blade in the world."

President Milton Dammann explains that the company has been developing a double edge razor for the past several years. "Our plans for making this razor have been temporarily frustrated" by a war time shortage of toolmakers and supplies. Concurrently with work on the razor "vastly superior double edge blade machines" were being perfected. "We finally decided to utilize our double edge blade equipment."

Called the 6NX, because that was the combination at which the machines were set to produce it, the blade is offered through color pages, half and quarter pages in *Collier's*, *Liberty*, *Life*, *Saturday Evening Post*. Some 20 drug, grocery and tobacco trade journals and space in Army newspapers are additional. One blade is given free with the ten-cent package, five blades; three blades are given free with the 25-cent pack, 15 blades in all. The offer is limited to a brief introductory period. Federal Agency, N. Y., is in charge.

Celanese on Air

First network program by any textile manufacturer made its debut January 7 when Celanese Corp., N. Y.,

presented "Great Moments in Music" over 51 Columbia stations.

The program, consisting of highlights from "the world's best-loved operas," is heard Wednesdays from 10:15 to 10:45 p.m. EST. Well-known opera singers (Jan Peerce, Robert Weede, etc.) are members of the regular staff and guest stars will be introduced from time to time.

This is Celanese's first entrance into the field of radio. Young & Rubicam, N. Y., prepares the commercials.

Prize Publicity

Procter & Gamble Co., Cincinnati, is again holding out the tempting reward of "\$100 a month as long as you live," or \$20,000 in a lump sum, as top prizes in a series of weekly contests. Entrants must complete the sentence, "I like Velvet Suds Ivory soap because . . ." In addition, 400 \$10 bills will be given weekly from January 31 to March 7. Compton agency, N. Y., has the account.

This is not the first time that P & G has presented a lifetime income to contestants. An interesting study might be made of the present status of previous winners. Did the money bring them happiness? Did they quit their jobs, get married, buy a much-desired home or something else? If they took the \$20,000, did they blow it in grandly? Here's a fertile field for investigation by psychologists.

Libby, McNeil & Libby, Chicago, is also about to pass out hefty prizes—from \$1,000 down to \$5—for best an-

swers to the question, "Are men better cooks than women?"

Opening gun of the contest publicity will be fired in a center spread in the *Saturday Evening Post* next month. Besides describing the contest, that ad will present recipes by men cook-members of the Society of Amateur Chefs. The Society, founded by Ben Irvin Butler, N. Y., will picture and describe dishes based on Libby's corned beef hash as glorified by Members Rube Goldberg, Tony Sarg and Frank Buck.

J. Walter Thompson agency is in charge of the campaign. Trade journal copy has already been released.

Career Women on Air

"Campus Make-Up" is a beauty product that appeals most directly to the "career girl." As a formula, it combines foundation and powder in one, gives (it is claimed) a velvety complexion that lasts all day, veils freckles, tones down to "soft-focus," and can be used without powder.

The makers, Colonial Dames, Inc., Hollywood, offer it for all ages, but the market is sought among business women and college girls with careers in mind.

So, *career* is the theme song on a five-minute once-a-week radio program that was started late in 1940, and which was recently renewed on results with the CBS Pacific Network.

"Find the Woman" is the topic, and each week there is a dramatic narrative delivered by Knox Manning, dealing with career episodes in the lives of famous women, living and historical, with the emphasis on women in the news, as Kate Smith, Margaret Le Hand, self-made women in business, films, radio, the theater, the kind of women the career girl would like to be.

Originated by the Glasser, Gailey agency, in Hollywood, the program stresses the importance of good appearance to the career woman and therefore the "commercial" is brief and unobtrusive.

The manufacturers report that since these thumbnail sketches of prominent women behind the scenes began sales of the product in specific stores have increased from 70 to 100%, and that drug chains as well as department stores show gains that can only be credited to the program.

Further proof of results is found in the fact that women's clubs on the Pacific Coast have asked the sponsors to include their own leaders and founders as subjects.

"Find the Woman" is heard at a somewhat late hour, five minutes to ten every Friday evening over eight Columbia stations—KNX, Los Angeles; KSFO, San Francisco (from

which two stations it originates alternately); KARM, Fresno; KOIN, Portland; KIRO, Seattle; KROY, Sacramento; KOY, Phoenix; KTUC, Tucson.

TOM MILLER'S GRIMY HANDS LOST HIM HIS GIRL LAST NIGHT



Procter & Gamble is testing several new copy themes for Lava soap in newspapers of widely scattered cities. Sex appeal is emphasized above. Other ads talk of "double-action . . . same super-fine cleaner dentists use . . . same soothing ingredient as in costly skin-lotions."

Agency: Biow Co., N. Y.

Fluff

With the modest sum of \$300, Durkee-Mower, Inc., Lynn, Mass., took its "Marshmallow Fluff" into radio advertising ten years ago. That small budget produced results which warranted renewal of the activity with a larger expenditure.

Each year since then the radio budget has been enlarged until it now runs more than 200 times the initial amount. Each year, through good times and bad, the sale of Marshmallow Fluff has increased. During 1940, more than 4,000,000 cans were sold in New England, a record which no other similar product approaches in that market.

Known as the "Flufferettes," the live talent radio show has been on the air every Fall and Winter for 26 weeks from 6:45 to 7:00 p.m. Sundays. They are heard on six stations of the Yankee Network out of Boston, including WNAC; WEAN, Providence; WTAG, Worcester; WCSH, Portland; WTIC, Hartford; WICC, Bridgeport and New Haven.

While the entertainers have been changed from time to time, the usual set-up in recent years has been a male and a female vocalist, a trio of singers and an instrumental unit, offering familiar and popular music. Durkee-

Mower is proud of the fact that this program has been a stepping stone to national fame for a number of stars. A quartette now with Horace Heidt's orchestra, the Frimme sisters, Joe Rines and others on the air waves from coast to coast are ex-Flufferettes.

Commercials on this quarter hour occupy only one minute and twenty seconds, with a 20-second theme song. Commercials feature the product's uses for making frostings, fillings, sauces, cookies, candies and cocoa. The closing commercial on many programs emphasizes the package of Fluff and "Sweeco," its companion product which is used for making instant cocoa.

In the Summer the company uses a news participation spot on the Yankee Network's 19 stations, Friday noons. Commercials for this are written in news style. Early in 1941, Marshmallow Fluff undertook its first expansion outside of New England and went into the Philadelphia, Chicago, Detroit, Pittsburgh and Newark markets. A 13-week newspaper campaign was used for introducing the product in those cities.

When H. Allen Durkee and Fred Mower returned from World War I, where they were buddies, they started to make Fluff on the kitchen stove at night. Daytime hours were devoted to packing and selling. People in their home town of Swampscott liked the product; demand grew steadily, necessitating plants of increased size. A few years ago the company built its present modern plant in Lynn.

Since the inception of Marshmallow Fluff, advertising has been directed by Harry M. Frost Co., Boston.

Pepsodent Prepares

Pepsodent Co., Chicago, is making plans to use newspapers in certain areas if radio blackouts continue to cut into its Bob Hope toothpaste program on 67 NBC Red stations. Already several West Coast stations have been silenced during air raid alarms.

In addition, the company will advertise its tooth powder in extensive newspaper space and the following magazines: *American*, *Country Gentleman*, *Cosmopolitan*, *Farm Journal*, *Fawcett Screen Magazines*, *Guide Screen Magazines*, *Household*, *Liberty*, *Life*, *Look*, *Macfadden Magazines*, *Modern Magazines*, *Redbook*, *Saturday Evening Post*, *Screenland*, *The American Weekly*, *Comic Weekly*, *This Week*.

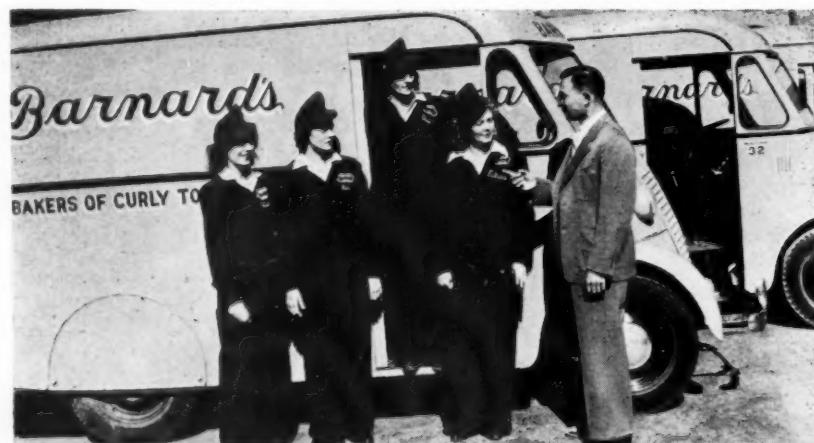
The campaign centers on tests made by sets of identical twins, one twin brushing with Pepsodent, the other with a competing powder.

Lord & Thomas, Chicago, is the agency in charge.



2

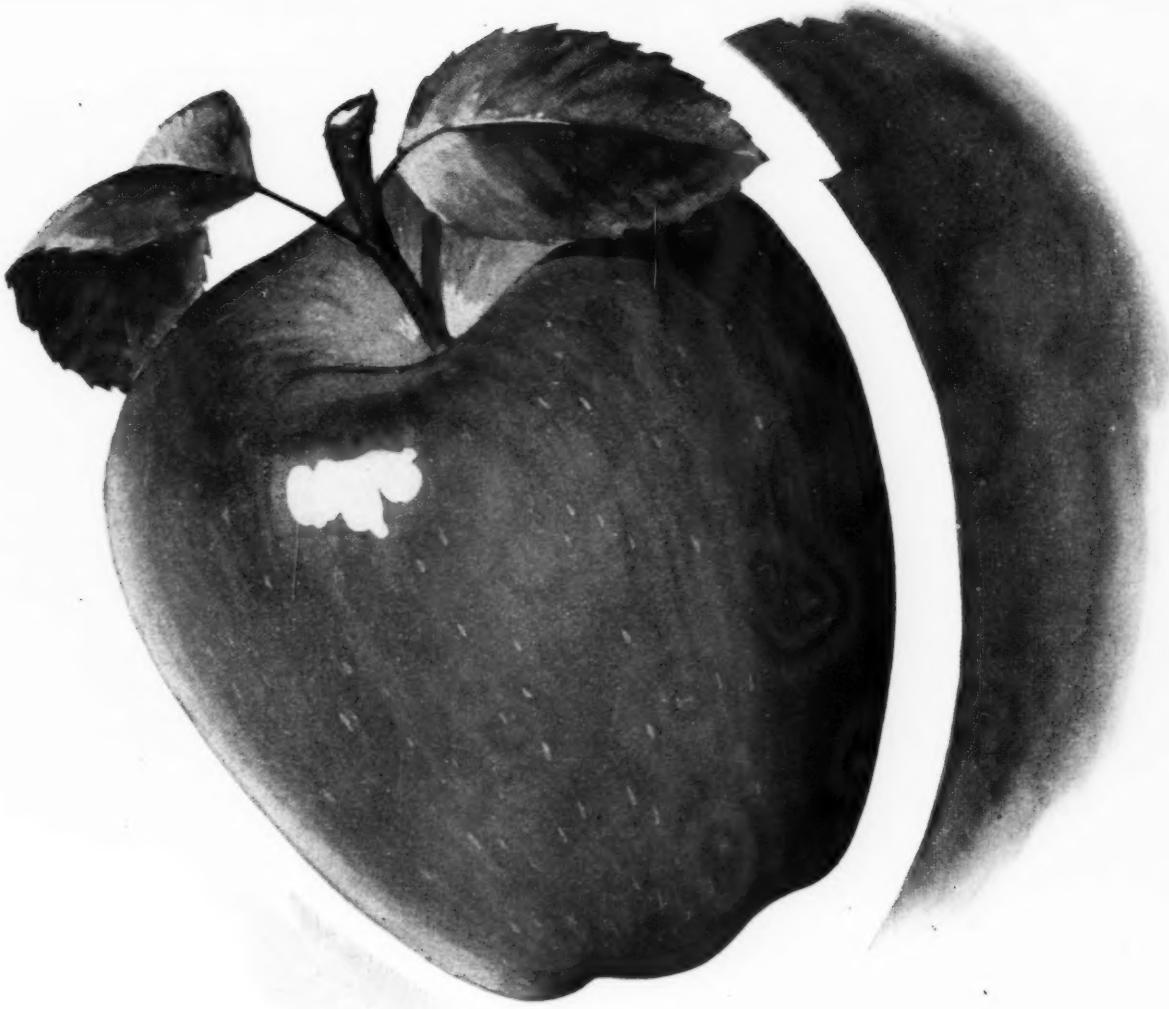
Women Man New Jobs in a Nation at War



3

Now that the United States' is drawing upon her man power for her rapidly expanding army and for the all-important war-industries, the women of the country are quickly learning to fill the vacated jobs. Fuller Brush saleswomen, lady taxi drivers, they're all part of the new national picture. Here we have three examples: (1) The girls take over Dean Graham's Portland, Ore., station, and learn to dispense Texaco gasoline as well as to perform minor repairs. Mr. Graham claims that it's a dandy investment for in addition to giving a lot of new sales appeal to gasoline, it's also made sales rise 30%. (2) Business men are finding it necessary to send a lot

of additional wires now that Western Union has added their crew of attractive messenger girls. The young girls are also being trained to eventually fill more responsible positions with the company. (3) Albert Schmidt, president of Barnard Bakeshops, Binghamton, N. Y., is employing women to drive his fleet of trucks. Girls chosen by Barnard's must have five years' selling experience. Before taking over the driver's seat, each girl is given an intensive training course by the sales manager in house to house selling technique. Mr. Schmidt says: "Most people underestimate the ability of girls in such jobs, but I find them quite satisfactory."



Without the Skin, You Wouldn't Buy It

Within that red-gold outer covering, Nature has packaged all the luscious goodness of the fruit. You know, too, that it's only a *temporary* packaging—that, left alone, Nature will destroy the bounty she has provided.

And as with the apple, so with many other foods. In their preservation, storage and transportation, Nature presents man with a "bottleneck," in the solving of which containers become the ammunition of industry.

Glass and metal containers are vital to the Nation's food supply, and without bottles, jars and cans, essential defense materials could not be economically gathered into needed stockpiles.

In the defense of America, each segment of business contributes to the national economy. Making both metal and Duraglas containers, we offer *complete* packaging service to the industries of the Nation.

OWENS-ILLINOIS *Packaging Service*

GLASS CONTAINERS • METAL CONTAINERS • CLOSURES • SHIPPING CARTONS

Owens-Illinois Glass Company, Toledo • Owens-Illinois Can Company, Toledo
Libbey Glass Company, Toledo • Owens-Illinois Pacific Coast Company, San Francisco

Because so much of its sales success depends upon the good will of physicians, S. H. Camp & Co., manufacturer of scientific supporting garments, faces many delicate problems of policy in both its direct sales work and its advertising. Here's how it's solving some of them.

Soft-Spoken Promotion Widens Markets for "Ethical" Products

S.H. CAMP & CO., Jackson, Mich., is the world's largest manufacturer of scientific supporting garments. The acceptance of its products depends primarily upon the good will of doctors. To back up its dealers, it must bring those products to the attention of the public and keep them there. Walking a tightrope is an easy task compared to maintaining the delicate balance between promoting the product "ethically" to the physician; and at the same time promoting it forcefully to the public, to enable dealers to move profitably, the fairly large stocks most of them keep on hand and to employ the type of trained sales personnel the product demands.

Camp handles this problem deftly. It has earned the respect and gratitude of doctors the world over through its research program, its dissemination of

Samuel Higby Camp Institute for Better Posture. It also sponsored the tour of "The Transparent Woman," an educational exhibit viewed by 11,000,000 persons, among them 60,000 doctors.

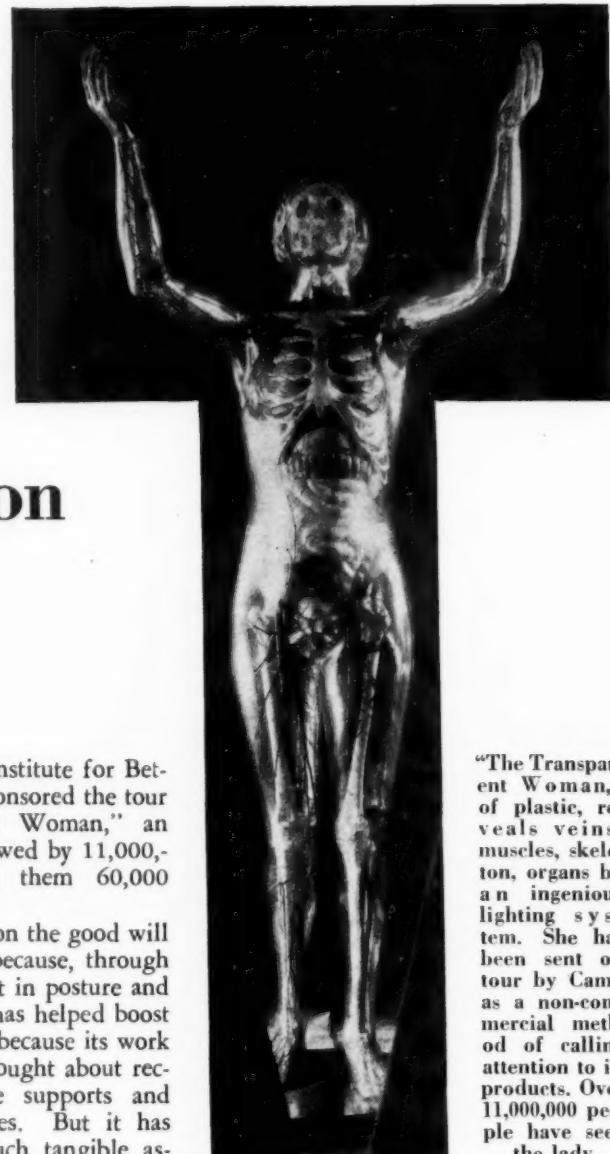
The company has won the good will of its dealers, partly because, through arousing public interest in posture and scientific corseting, it has helped boost their sales; and partly because its work with physicians has brought about recommendations of the supports and thus also boosted sales. But it has also given dealers much tangible assistance through a comprehensive program, which includes the furnishing of a handbook for fitters, advertising mats, direct mail circulars, window display aids, an educational film for consumers, and many other similar helps. It provides sales training of a high order, offering annual four-day instructional courses in New York and Chicago, and two-day regional courses in other principal cities.

The company was founded more than 30 years ago by S. H. Camp, who still owns it. An inventor by temperament, Mr. Camp has applied his talents and energy to the support field, devoting his life to it. He has scores of patents on the garments his firm makes. The line includes more than 300 different models, most of them for women, but some for men and children. The Camp organization claims that seven out of ten women need some sort of Camp support—for obesity or a posture defect; for prenatal, post-natal, post-operative or other wear. Though some of the garments are for general wear, it is the

Samuel Higby Camp . . . ultimately manufactures good posture.



posture education, and its policy of restrained advertising to both the medical profession and the general public. It sponsors "National Posture Week," which has won the approval of doctors, educators and public health groups. It recently established the



"The Transparent Woman," of plastic, reveals veins, muscles, skeleton, organs by an ingenious lighting system. She has been sent on tour by Camp as a non-commercial method of calling attention to its products. Over 11,000,000 people have seen the lady.

"prescription" or "doctor's order" business that the company seeks most aggressively. There are never any clearances or mark-downs of Camp merchandise, which sells at prices ranging from \$5 to \$12.50.

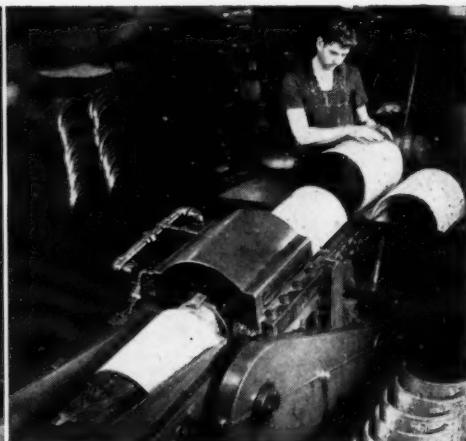
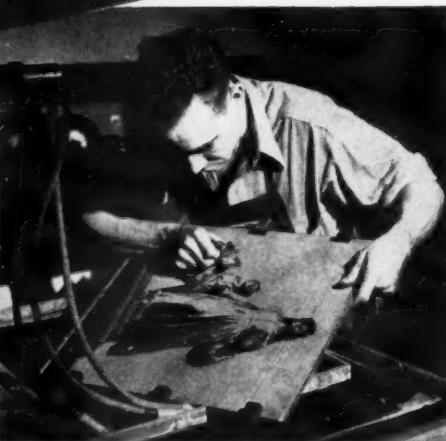
Among the company's thousands of accounts are department and dry goods stores of all sizes, specialty corset shops, surgical supply dealers and the better equipped "ethical" drug stores. In some instances important retail outlets confine themselves to the servicing of either men's belts or a limited number of women's garments, mostly maternity and general wear models. No attempt is made to restrict distribution, but the company tries to see to it that each outlet is staffed by one or more expertly trained fitters who have attended the Camp training course. In addition to providing these courses, the firm sends nurses to spend a few days in corset departments to help fitters improve their technique through observation and personal contact with the nurses.

MECHANICALLY,



"We have no business being less of
a newspaper than we can be."

E. K. GAYLORD, PRESIDENT
THE OKLAHOMA PUBLISHING COMPANY



Every operation in the production of The Daily Oklahoman and Oklahoma City Times reflects the precept of their management that "We have no business being less of a newspaper than we can be." Eight hundred Oklahoman and Times employees go a step beyond their appointed job of making two good newspapers. They put in the extra effort that makes these newspapers outstanding.

The Oklahoman and Times are as clean typographically as they are editorially. Every run is set from virgin type. Engraving equipment of the latest type permits skilled workers to produce work that

sets the pace among southwestern newspapers. Recent improvements in the stereotyping room assure a more perfect fitting of plates on the presses. And all of this combines to render a crisp reproduction of type and picture that attracts readers.

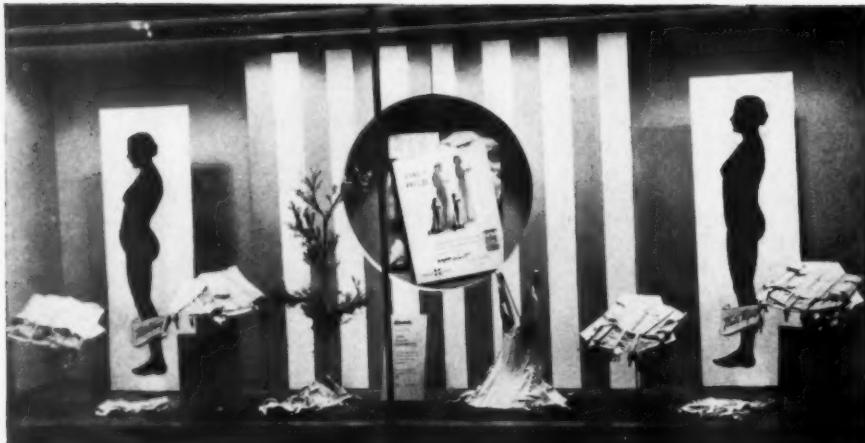
Editorially and mechanically, The Oklahoman and Times ARE no less of a newspaper than they can be. They offer the most powerful wedge obtainable in the doorway to sales in the Oklahoma City market ... where farm income is 27% above a year ago ... where retail sales are up 16% from 1940 ... where defense orders rank it 18th among all states.



THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN * MISTLETOE EXPRESS * WKY, OKLAHOMA CITY * KVOR, COLORADO SPRINGS
KLZ, DENVER (Under Affiliated Management) * REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.



Camp's sales force consists of 15 senior salesmen, each having his own territory, and each having under him one or more assistants. Turnover on the sales force is small, some members having been with the firm 25 years. The newest senior salesman has had five years of service. Selling methods are different from those employed in other apparel lines, consisting mainly of "servicing"—of telling buyers about new developments and educating them in merchandising methods.

Salesmen also call on doctors, attend medical conventions, and coordinate the efforts of "detailers" (nurses who call on doctors) with the work done by retail outlets. Because of their familiarity with distribution and the type of service offered by their accounts, they are in a good position to advise doctors as to the best resources for merchandise and service to meet the individual needs of their patients.

The company has been particularly wise in the various non-profit enterprises it has undertaken. Most spectacular venture to date has been the Transparent Woman, a sculptured replica of a woman's body with plastic covering permitting observation of the internal organs, the blood vessels and the skeleton—the various divisions of which are shown in sequence, through the use of an ingenious lighting system. Produced in 1936 at a cost of \$25,000, the figure was sent on tour as an educational exhibit, and was shown at museums and "Halls of Health," under the sponsorship of medical groups.

Prominent physicians took part in the inauguration of the exhibit in cities where it was shown, usually with fanfare, ceremony and broadcasts by authorities in the medical world. Though the figure was known as the Camp Transparent Woman, the company remained in the background and there was no commercial tie-up. Some of the museums exhibiting the sculpture charged admission, but Camp accepted none of the receipts. More

Camp supplies department stores with signs, backgrounds, etc., to make such window displays as this above, and runs an annual contest for the best photographs of displays. Below is one of the many "Camp departments" in retail stores, staffed by fitters who have attended the company's training courses.



than 600 requests to show it were refused, chiefly because of transportation difficulties and the lack of accommodations to exhibit it properly.

An Atlantic City concessionnaire offered a guarantee exceeding the figure's cost in return for the privilege of exhibiting it to paying spectators for one season. Other commercial offers of tie-ins were also refused. At the end of its four-year tour, the exhibit was presented to the Museum of Science and Industry in Chicago, where it is now on permanent display.

Doctors whole-heartedly approved the tour of the Transparent Woman, as an educational project. The accompanying illustration is a black-and-white reproduction of a color photograph by Anton Bruehl, of which 20,000 copies, 11 x 15 and in full color, were distributed to physicians at their request—and many are now hanging in reception rooms.

The Camp company's sponsorship

of the Transparent Woman was in keeping with the firm's policy of disinterested leadership in matters related to posture, a policy which has established it as a clearing house in such matters. With the formation of the Samuel Higby Camp Institute for Better Posture, the role has become official. According to McCann-Erickson, Camp's advertising agency, the purpose of the Institute is to disseminate to schools, colleges, civic officers and individuals everywhere posture data that will promote good health, cooperating in this work with members of the medical profession. Information is made available to the public through newspapers, magazines, films, radio broadcasts, lectures, museum exhibits, poster displays and other means.

Another way in which Camp has won the gratitude of doctors is through distribution of "Anatomical Studies for Physicians and Surgeons," a beau-

tifully printed 82-page book now in its ninth edition. It consists of drawings by Tom Jones, the "Rembrandt of Anatomical Illustrators," and plates from it have been widely used in medical textbooks and encyclopedias. Except for the Camp trade-mark on the cover, the name of the company as publisher and a foreword by S. H. Camp, there is no indication of the source of the book, nor is there any advertising or mention of supports in it. It is distributed free to physicians and surgeons.

More practical from the company's standpoint, but of equal use to doctors is Camp's "Reference Book for Physicians and Surgeons," which illustrates over 70 Camp supports for men, women and children, describes the conditions for which they should be prescribed, and tells why and how they relieve sufferers from these conditions. There are anatomical drawings in this book. The text is of the clinical vari-

WMT-600 kc.

Iowa's finest frequency



Gives you
the largest markets in
Iowa and the Corn Country
at one low cost!

• The spiral of Iowa farm prosperity is still going up, cash farm income will be the greatest since World War I. Iowa State College Farm Economist—November Issue — states: "In the August issue the Iowa Farm Economist reported that Iowa Farmers might take in 12 per cent more cash income in 1941 than they took in in 1940, or a total of 815 million dollars, as compared with 729 million in 1940. At the time, this estimate seemed high, if anything. It now looks far too low. On the basis of figures computed by the Bureau of Agricultural Economics for the first 8 months of the year, it appears now that

AMERICAN COLUMBIA NETWORK
CEDAR RAPIDS

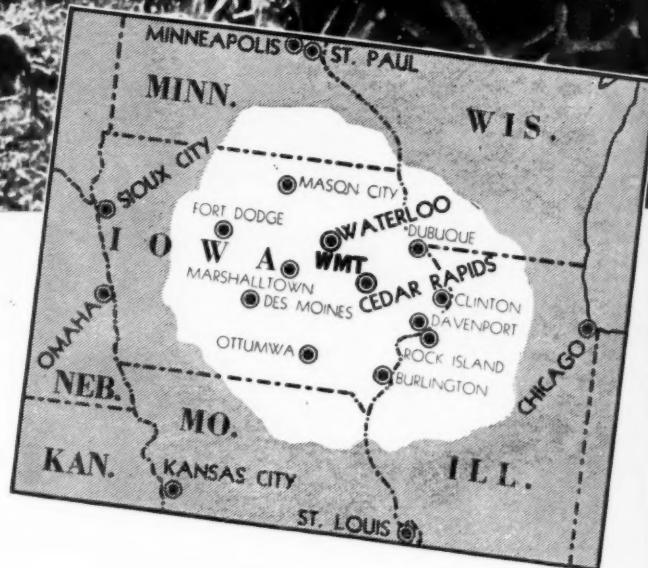
500 Watts Day and Night • 600 K.C.

WMT

A COWLES STATION

WATERLOC

Represented by the Katz Agency



Iowa cash farm income will certainly reach 850 million dollars and may be as high as 875 million dollars."

And because Radio Station WMT is located in the center of concentration of the largest markets in Iowa, almost all of Iowa's industrial workers live in the WMT 0.5 millivolt area and 74% of them actually live in the WMT primary area. Money is flowing freely in the Corn Country now. Reach these markets and reap a greater return from your advertising dollars spent in the Middlewest by using WMT.

ety, with no semblance to ordinary advertising copy.

Here's a typical sentence in a section devoted to Lumbosacral Supports: "All Camp lumbosacral supports extend, in varying degree, upward over the lower dorsal vertebrae." An interesting feature is the inclusion of prescription blanks at the back of the book, with space for indicating the required support. The physician is supposed to write the series number of the garment prescribed, fill in the prescription blank and give it to the patient for delivery to the authorized Camp outlet.

The Camp organization has its own medical department, with a physician in charge and a force of graduate nurses who detail physicians and surgeons throughout the United States and tell them of new developments in supporting garments, and answer questions about particular cases. These nurses also attend medical conventions, representing the company.

Camp advertisements appear in about 30 medical journals. Advertisements are of the "ethical" type, containing quotations from medical papers, showing application of particular garments for conditions on which the Camp staff has done research in collaboration with medical authorities and clinicians.

Dealers and M.D.'s

Though Camp leaves no stone unturned in its program of cooperation with doctors, dealers are also aggressively supported. They benefit from the company's advertising in national magazines and from its civic welfare activities. They take advantage of the annual Instructional Courses; use the company's mats for their advertising; follow suggested scripts for their radio programs; send out stuffers supplied by the company; take advantage of the company's offer to supply a lecturer or the film, "Portrait of Woman," to patrons; participate in Camp's annual window display contest; and use the various display aids furnished by the firm.

The Instructional Courses are particularly valuable to dealers. Attendance at the New York and Chicago schools is usually about 400, and the two-day regional courses also draw well, attendance at one held in Brooklyn recently totaling 75. There is no charge for the courses, but standards are strict, credits being given only to those who attend all sessions, participate in fitting models, and pass their examinations. Garments are fitted on women who actually have figure defects, under hospital-like conditions, the students working in groups of ten.

It is not surprising that stores send

letters to doctors and customers telling proudly about their Trained Camp Fitters. The company furnishes mats for newspaper advertisements, featuring the service rendered by these women, with blanks for their names.

Another important dealer aid is Camp's Handbook for Fitters, a 72-page book with anatomical drawings by Tom (Rembrandt) Jones and photographs showing methods of fitting the various garments on wearers. The book also contains anatomical discussions and charts showing type of build—stocky, thin and intermediate.

Each Spring Camp puts out a Promotional Guide, containing suggestions for newspaper, direct mail and display advertising, with samples of material furnished by the company to its outlets. The index of this year's issue shows that mats are available for ads featuring garments for general wear, posture, maternity; for stout and thin women; for promoting the consumer film, "Portrait of Woman"; for promoting the visit of a special Camp representative; and for promoting the service rendered by graduates of the Camp school.

There are even mats for advertisements the stores might wish to insert in local medical journals, prepared in "ethical" fashion. There are also sample layouts to be used by the stores in advertising such related merchandise as maternity dresses, infants' wear and orthopedic shoes, each one containing an insert or panel calling attention to Camp supports—an interesting instance of related selling.

Then there are sample letters to be written to doctors, asking that they send their patients to the store's Camp department and telling of services available there.

Some of the display aids offered are



signs, backgrounds for window use, posters and 32-inch mannikins wearing Camp supports. One of the posters show postural comparisons in color.

Since the Promotional Guide is a complete and very ambitious project, one would think that, having produced it, Camp would call it a day. But with the inauguration of National Posture Week, another book was issued, a Planning Guide to assist buyers in cashing in on the week. Issued in kit form, it has a pocket containing a set of folders ranging in size from two to 12 pages. Each has on its cover (printed in green, black and white) a calendar sheet for May with the black-on-white printing reversed for the first week in the month, set aside as National Posture Week. For convenience, the subject of each folder is written in large letters. One is addressed to the Corset Buyer and one to Corset Salespeople.

"Posture" Is Keynote

The others cover Newspaper Advertising and Publicity, Direct Mail Window and Interior Display, and Traffic Pulling Demonstrations. Key-note of all the material is the contrast between right and wrong posture, illustrated with silhouette figures.

The stores' response to National Posture Week has been enthusiastic. It provides a springboard not only for promotion of Camp supports, but for other types of merchandise—orthopedic shoes, for example. The movement has also been fostered by editorial treatment by medical newspapers and general magazines. Camp advertised the week extensively in newspapers, in *Hygeia*, *Life* and in the trade press and many medical journals.

An enlarged advertising program is now under way, media to be used in 1942 including *Good Housekeeping*, *Hygeia*, *the Ladies Home Journal*, *Life*, *McCall's*, *Woman's Home Companion*, and medical and trade journals. During National Posture Week approximately 100 newspapers will be used.

Because they are not competing with other merchandise; because they are not seasonal; because there are no mark-downs on them; and because they bring repeat business—Camp supports are products that department stores like to handle, and many maintain special Camp departments. But the manufacturer has not rested on its laurels and has shown dealers how to win extra sales and profits. Most important of all, it has created a demand for the merchandise by plugging away, gaining a rich fund of good will on the part of consumers and, in particular, of doctors.

Do's and Don't's for Staging Department Store Demonstrations

(Continued from page 24)

in offering a store a complete promotional program on a demonstration that actually justifies little more than counter space.

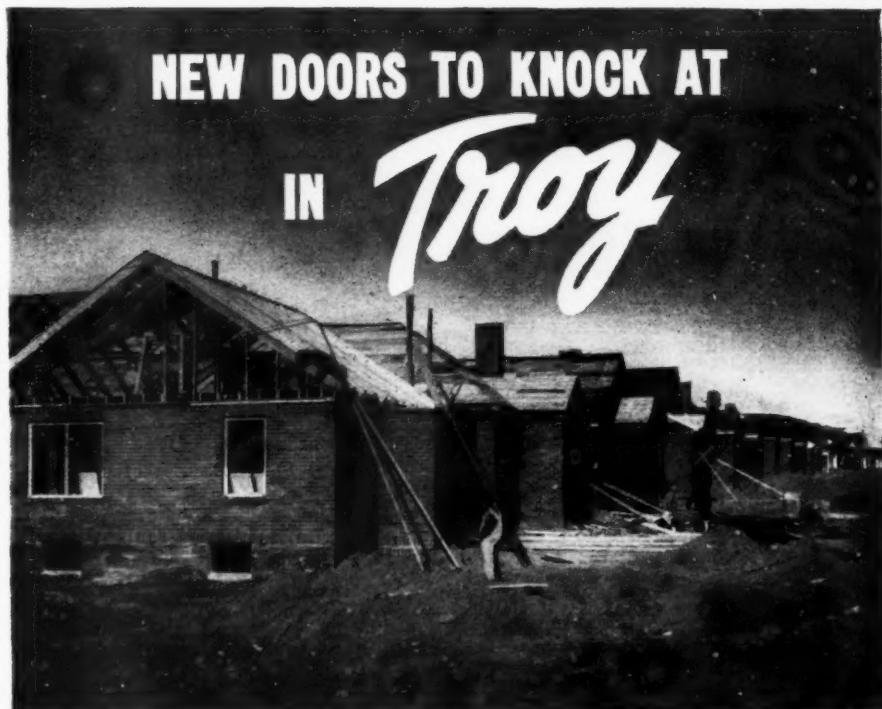
But where the item or line warrants a complete promotional tie-up, then give the store a complete promotional program—all worked out to the final detail, and all wrapped up as a single unit. You can start with an ad, or a series of ads, and continue on through a window display, a special mailing to the store's charge account list, radio scripts, etc. It is certain that a well-promoted demonstration will make every hour of the demonstrator's time doubly productive.

Convince the Store First

There, in quick outline form, you have the essential phases of a sound program of store demonstrations. That leaves us with the problem of selling such a program to the store. And this is one job that can best be done only by personal selling. It is your salesman's job to arrange demonstrations. If he sells the demonstration idea to the right stores, in the right way, your demonstrator will get off to a flying start. If he handles the entire program as a last-minute after-thought, the demonstrator would cost you less if she stayed in her hotel room. Ask any demonstrator how often she has visited a store that has been "booked," all ready to go to work—and found that everybody had completely forgotten that she was coming and not a thing done in preparation for her visit.

Your salesman must sell the demonstration, I repeat—and sell it not only to the buyer, but also to the merchandise manager, and to the advertising manager—and sometimes he must also sit down with the display manager and personnel director where a store employs such personages. He must arrange all details and fix all dates.

And then, having done that job up brown, you'll do well, at headquarters, to insist that he send you a complete report on each demonstration closed. This report should be followed up by mail—first, a letter thanking the store and recapitulating the details and date; then a letter a few days before the demonstrator arrives announcing that she's on the way. You may call these petty details, but it is of such stuff that successful demonstration programs are made.



Part of Point View Drive Development, Troy.

Troy is among critical areas in which federal construction has been recommended by the Defense Housing Coordinator.

Home-building in Troy and vicinity is the greatest in years; outside agencies estimate the growth of the city alone as more than 2,000 since the last census. (1940 A.B.C. City Zone population, 115,264.)

By constantly reaching new circulation peaks The Record Newspapers, Troy's sole dailies, have more than kept pace with this growth.

For only 12c per line (lowest cost for single-medium blanket coverage of any major New York State market) they'll deliver your message to more than 39,000 Troy Area homes.

THE
RECORD
NEWSPAPERS

THE TROY RECORD
THE TIMES RECORD

THE TROY RECORD CO. J. A. VIGER, ADVERTISING MANAGER



I shall be curious to see how the copy-craft adapts itself to all-out, bang-bang war. For months now, they have been telling in paid space how the client is doing his bit for dear old Defense; how shortages and substitutions ain't his fault, so please bear with him, he's doing his level best, and so on.

* * *

Right from the start, that kind of talk impressed me as being childishly obvious . . . superfluous as a death-certificate.

* * *

When Jello-O started banging "locked-in flavor," it had a familiar ring. I dug out a musty scrap-book and there it was, in a series I had written for Boscul coffee in prehistoric 1922.

* * *

Raised-Eyebrows Dept.: "Your (Webb Young) ties are absolutely unique—in beauty, in style, and in wearing quality. I have worn practically nothing else for two years."—Testimonial spotted by Bill Harvey.

* * *

"This place is EAR-conditioned," quips the NBC Red Network. And WEEI of the Columbia web catches the spirit with: "One good return deserves another."

* * *

While we're in the pun store, we ought to point out this one by A & P (America's Pantry): "'Twas the Bite Before Christmas."

* * *

J. S. says our mutual friend Tessie wonders why some winery doesn't use this headline: "Do you get loose when you get tight?" Also whether Consolidated Biscuit Co. makes hardtack.

* * *

Chuck Taylor, sales-promotion manager of Waterloo's Mid-Continent Petroleum Corp., moved by our item here on Dogwash Creek, sends a map of Iowa with a ring penciled around his favorite town: What Cheer. Maybe a distillery should set up there!

* * *

These are indeed strange days. A British prime minister addresses a plenary session of Congress, and the law-makers whoop and holler like a group of jitterbugs applauding Glenn

Miller's band, all of which I favor heartily.

* * *

Theme-song for the Research Institute of Cutaneous Medicine: "I've Got You Under My Skin."

* * *

When Ayer had the Scripps-Howard account some years ago, I suggested a lighthouse as a trade-mark for this crusading chain of newspapers. The symbol was adopted, still rides the mastheads. What made me think of it was the lighthouse design used on the recent Christmas seals. I half expected to see the name "Scripps-Howard" at the base of the beacon.

* * *

If a radio announcer should ever read a commercial to a roomful of friends in the same strident, unnatural tone of voice he uses over the air, their loud guffaws might cure him.

* * *

Louise Surgison kicks in with a timely definition of an optimist: "A guy with a grin from year to year." She's the gal who likewise wonders if you could call admission to a Sally Rand performance "fan fare." I was trying to get "strip ticket" out of it, Louise, but let it go.

* * *

Alliteration-Bites-the-Dust Dept.: The line appeared first as "fallow farm-lands" and it had a nice sound. But the copy-man evidently recalled (after one page had run) that "fallow" means "cultivated but unseeded" . . . a rather specific term, so the phrase was changed to "rich farm-lands" in subsequent issues. Not that it was too important, one way or another, but I am glad to notice a few people left who are interested in the precise meaning of words.

* * *

I was proud of the way little Costa Rica lined up with Uncle Sam, without wasting words or time. And I hope those who were always throwing the hooks into England will remember that she declared war on Japan even before we did. Mr. Churchill had promised "within the hour," and then bettered the schedule handsomely.

* * *

Herb Stellmacher, of Dallas, asks if anyone has told me that the present

regime in France will go down in history as "the Vichy Vachy government." No, Herb, although I felt sure it wouldn't be as "Oui, the people."

* * *

W. E. Wagstaff, s.m. of Salt Lake City's KDYL, writes:

"Here's one that may interest you.

"Station KDYL is running a special Christmas program which is co-sponsored on a cooperative basis by several retail advertisers. A feature of this program is a prize-contest which requires that the listener shall send in his or her contest-entry accompanied by a sales-slip from any of the sponsors.

"This morning, we received an entry from Miss Mary Jones (we have substituted a fictitious name, of course), and it was accompanied by a sales-slip from a sporting-goods store. The sales-slip itemized:

One athletic supporter . . . \$50

"Merry Christmas.

"Intermountain Broadcasting Corp.

"W. E. WAGSTAFF, Sales Manager."

* * *

Aside to Beech-Nut sales manager: Look into things down Philadelphia way. I have found it all but impossible to get Beech-Nut Spearmint or Beech-Nut Peppermint oval lozenges in the local trays. And when I ask the clerk, I get brushed-off with a want-to-make-anything-out-of-it look.

* * *

Cliché Dept. (Beverage Division): "You'll like its sparkling tang."

* * *

Bob Hamilton reports "Hectoring" Hector Hughes, the Sage of Shorewood, as doing a capsule on Dapper Dan, the office politician: "A very polished fellow. Everything he says casts a reflection upon somebody else."

* * *

Sometimes, I get downright sorry for Camel, Chesterfield, Philip Morris, Old Gold and the others having to take the tobaccos Luckies didn't take at the auctions.

* * *

Incidentally, Old Gold's "Something new has been added" line proved to be a natural for the radio comics.

* * *

Notice Canada Dry has changed the slogan, "It's gingervating," to "It's invigorating." An improvement, I think, for the word-structure of "gingervating" somehow suggested "energizing."

* * *

Nice play on words and music: "You Can Thank Your Lucky Stars and Stripes."

* * *

Tin Pan Alley, by the way, was plenty fast with: "Good-bye, Mamma, I'm Off to Yokohama."

* * *

The sooner we go All Out, the sooner it will be All Over!

T. HARRY THOMPSON

SALES MANAGEMENT



Pie-ographically Speaking . . .

The "Pie-Chart" before you illustrates the newest chapter of a leadership biography that began back even before the days of *Media Records*. For again, in 1941, local and national advertisers gave the biggest part of

their Total Display Advertising in Cincinnati to the **TIMES-STAR**. ¶ *Successful merchandisers are characteristically Times-Star advertisers . . . and Times-Star advertisers are characteristically successful.*

CINCINNATI **TIMES-STAR**

HULBERT TAFT, President and Editor-in-Chief
Owners and Operators of Radio Station WKRC

NEW YORK: Martin L. Marsh, 60 East Forty-second St.
CHICAGO: Kellogg M. Patterson, 333 North Michigan.

Note: 22% of the Sunday newspaper's total percentage of Display Advertising includes "This Week," Comic and Rotogravure

Training Problems We Are Solving with Sales Talk Recordings

Southern California Gas puts contest interest into the development of better sales presentations, makes voice recordings, holds personal and private consultations with salespeople to work out improved performance. Results have been excellent.

BY R. V. DAVIS
*Supervisor of Dealer Sales,
Southern California Gas. Co.*

MANY sales can be won or lost within the first ten seconds of the interview and a salesman can do little more in that period of time than use a pleasant voice, an interest-getting statement, properly delivered in a clear, concise form. Any salesman who, in those crucial ten seconds, can win the interest and break through the resistance of the customer, has a spring-board start to a successful closing of many interviews.

Many a sales manager has longed for a means of letting a salesman hear himself in action. Often nothing more would be needed to help him correct faults or weaknesses than to listen to his own sales presentation.

New developments in recording equipment makes this possible and our company has been experimenting with such a method of sales training—with results that we consider extremely valuable.

Improvement Also Automatic

It is only comparatively recently that equipment has been available for what might be called amateur recording on records that permit immediate playback. Already many progressive sales managers have realized the possibilities in sales training of this development. It provides a method that should solve many a hitherto tough problem. We have found that almost automatically the use of recording equipment in sales training work encourages the use of concise language and clearer presentation, for bad grammar and construction show up immediately.

Where a sales person has an unpleasant voice or tone, one demonstration is usually sufficient to persuade him that it should be corrected. Faulty

pronunciation is not only noticeable, but more easily corrected when the salesman has been convinced that the fault exists.

So far, our company has developed only a few types of training utilizing recording equipment, but we have progressed far enough to realize that the possibilities are virtually unlimited. The programs developed thus far have several features in common: A competitive aspect—that is, the programs are designed as contests; a personal consultation feature—each individual makes his recording in private with only the person conducting the training course present; a friendly, natural atmosphere, which helps create better recordings; the topic selected for recording is of direct importance to the everyday job performed by the employe.

Proper Preparation a Must

In making recording equipment for training purposes, we have found that it is necessary to plan realistic programs, programs that contain as many elements of the employe's regular routine as possible. To accomplish the objective of the training, interest must be aroused and kept at a high level. Recording their voices is a new experience to most sales employes, and every precaution to ensure that the person making a recording is not nervous and is in a good mental condition to talk easily and naturally, should be taken.

During the past year the following groups of sales employes have received one training course using the recording equipment:

Appliance counsellors.

Domestic sales representatives.

Sales representatives of a down-

town department store selling gas appliances.

To illustrate the procedure used for the three groups, it will be sufficient to outline the methods of the appliance counsellor course. Our appliance counsellors are stationed at selected company offices in the Metropolitan Los Angeles area and normally sell for dealer accounts.

For our course, appliance counsellors were divided into three groups and each group met separately. At the first meeting the projected course was described and they were requested to prepare during the following two weeks an actual sales presentation of a CP range. They were told that the presentation would be recorded. It was suggested that they make their presentation as similar to the actual one given on sales floors as it was possible for them to do. Prizes were announced to be awarded for the winning recording in each group, and final and runner-up prizes for the best recordings selected from the group winners.

Men Learn While Judging

In order to review CP features, a quiz contest was conducted and prizes were awarded for correct answers to questions concerning CP ranges. The recording equipment was introduced by making a record of the round-table discussion. This record was played back to enable each person to hear his own voice.

At the conclusion of this first meeting, individual appointments were made for recording individual presentations. Each person was requested to read the presentation once for practice in diction, voice, delivery, and similar points, before recording it. The instructor timed the talk and offered suggestions for improvement.

After all recordings were made, each group met again to judge the records made by the individuals in their own group. The judging method is perhaps the most important feature of the entire course. Rather than appoint judges, the group did its own judging by ballot.

The final meeting was attended by all three groups and the winner and runner-up selected in the same manner.

While we realize that the use of questionnaires is a debatable practice, nevertheless, we wanted some idea of

"Hew To The Line"-And You'll Cut a Bigger Swath of Farm Sales!



Harold Vaux—whom 1,200,000 farm families are meeting on the cover of the January Successful Farming—is one of those above-average Successful Farming subscribers who would be a success at almost any job. As a farmer he is a capitalist in his own right. His Minnesota farm is a skillfully managed milk factory with a year in and year out balance sheet that identifies him as a substantial Heart farmer with more money in the bank, more leisure time—more purchasing power—than the average American farmer.

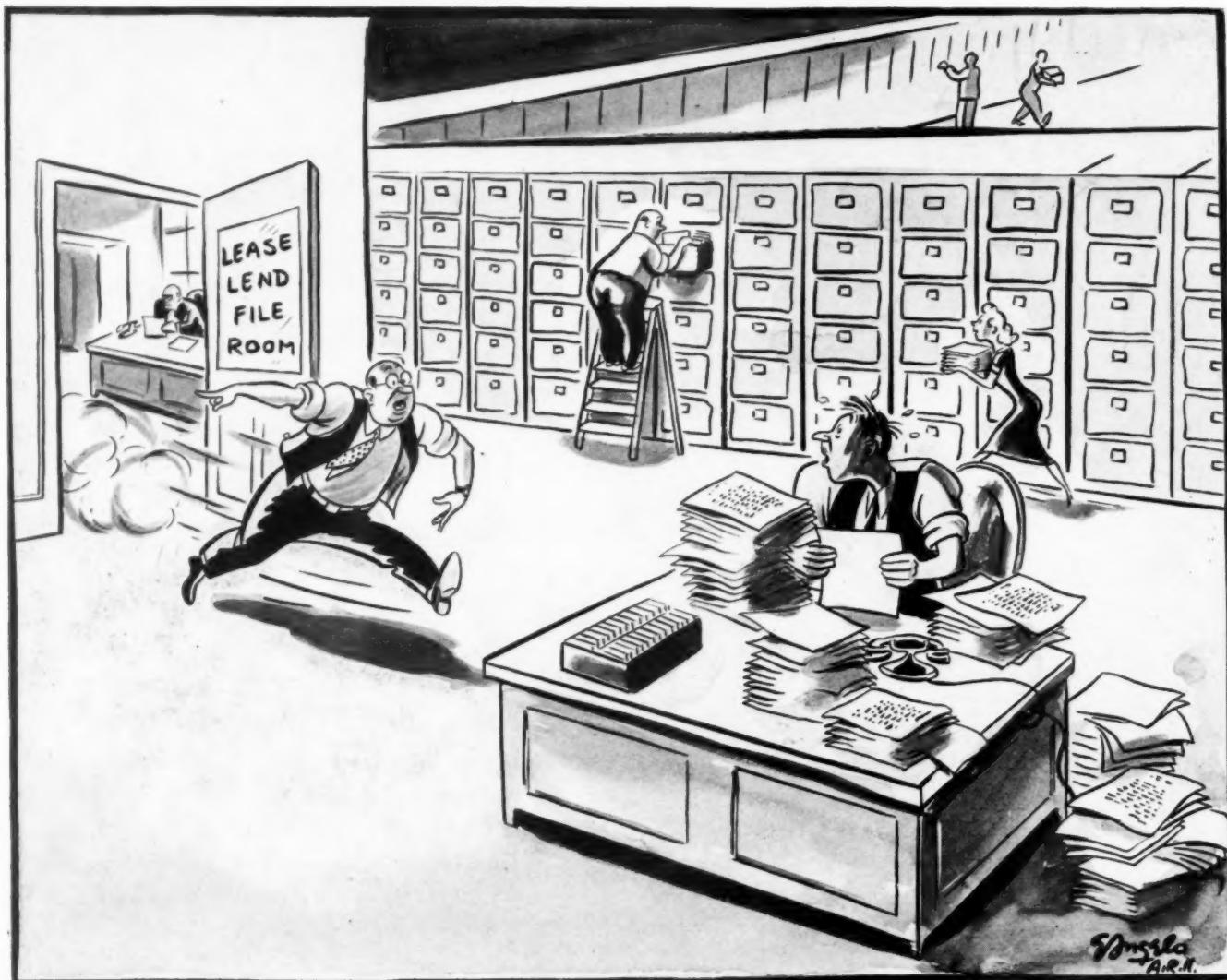
In 1942 hew to the real farm market—hotter now than ever. Sell to the 1,200,000 "heart-farm" subscribers of Successful Farming magazine. There's where you'll find real farmer buyers—with more money and more incentive to buy!

It will pay you to concentrate in the Heart—those fertile Upper Mississippi Valley states charged by Secretary of Agriculture Wickard with the responsibility for "the mightiest farm production effort ever made." Here in Successful Farming's own territory, one-third of the nation's farmers will produce more than half of the 13 billion dollar farm income predicted for 1942.

Careful, impartial surveys show that among these farmer capitalists of the Heart, Successful Farming is preferred above all other farm magazines!

Your Successful Farming salesman will be glad to show you the facts and figures that reveal this preference. Ask him why Successful Farming will give your magazine schedule better balance, which means a greater opportunity for success! Meredith Publishing Company, Des Moines, Iowa.

*The Best Farm Families
in the Best Farm Region*
Prefer **SUCCESSFUL
FARMING**



"He wants the correspondence and he's in a hell of a hurry—but all he remembers is that it's a brassiere factory with a trick name and it's making torpedo tubes!"



how this training appealed to employees, and took this means of getting their responses.

One such course is not enough. In our opinion, it should be followed up by additional training using the same method for maximum results.

Not only in the training of sales personnel does the recording equipment have a place. Taking a leaf from radio, our recording equipment was put to work in a series of Electrolux dealer meetings, held during the National American Way Contest. Assuming from the popularity of quiz programs that everybody likes a quiz, also the cash that usually goes with them, a make-believe radio station was set up and the "College of Servel Knowledge" started its initial broadcast on Servel gas refrigeration. A professional radio announcer, versed in conducting quiz contests, and well primed on Electrolux, was engaged to act as "Professor Quiz."

The equipment was set up facing the audience and next to the speaker's platform. Two loud speakers were used on either side of the auditorium. Two microphones were also used, one on the speaker's table and the other as a "roving mike" which was carried among the audience, enabling everyone to hear the answer given by the contestant. A "double or nothing, take it or leave it" quiz contest was conducted, the questions, of course, revolving about the general subject of Servel gas refrigerators and their sales features. The use of this equipment for such a purpose provided a stimulus necessary for the success of a sales meeting of this kind.

Another field in which recording equipment is proving its value is a training course for customer service dispatchers. Telephone technique is perhaps the most important phase of an order dispatchers' job. With centralized dispatching of customer serv-

ice, the proper use of the telephone looms large in importance. With this thought in mind, the distribution training department conducted a course in improving telephone conversation and technique.

A talking picture, "Mr. Ex," produced by the telephone company, followed by a lecture, was shown to all the dispatchers. A follow-up was then made, with each dispatcher being given the opportunity to hear himself talking exactly as others hear him. To accomplish the desired results, the recording equipment was set up in the training headquarters on the floor above the dispatch room. The microphone was placed in the dispatch room, in front of one dispatcher, for at least an hour. This enabled each man to accustom himself to it and overcome possible nervousness. Also, actual working conditions prevailed, thus making it possible to record each dispatcher's voice as he conversed with

the service men over the telephone. It should be mentioned that the dispatchers did not know when the "mike" was "hot."

Each dispatcher made two recordings, one before criticism or suggestions were made by his supervisor and a training instructor, and the other after this was done. The value lay in the comparison of the two records—a genuine "before and after" comparison. It was necessary to say very little to each man. The results were obvious and self-explanatory. His own defects and apparent weaknesses, if any, were revealed by making it possible for him to hear his own voice just as others heard it. The most important accomplishment, of course, was that each dispatcher was made conscious of his own voice and of the importance of diction, delivery, intonation, in good telephone conversation.

While it is not my intention to act as a sales representative for any concern selling recording equipment, the choice of equipment is of vital importance to the success of the program. Primarily, the most important characteristic is that the recording be faithful in every respect. Recording equipment for this use should be relatively simple in operation and readily portable, in our opinion. Many times it is impossible for the individual to go to the equipment location and on such occasions the equipment must be taken to the scene of action.

CBS Gives Consumers Union Free Time to Attack Advertising

COLSTON WARNE, president of the Consumers Union, blasted away at advertising for a quarter hour (10:15 to 10:30 P. M.) over the Columbia Network on Saturday, Dec. 27. If any further proof were needed that this is a free country, here it is.

The stake of the Columbia Broadcasting System in advertising runs around \$40,000,000 a year. Obviously, the officials of that company do not share the views of Consumers Union on advertising, and yet they not only allowed Dr. Warne—but invited him—to tell their listeners such things as: (in his second paragraph), "For years American radio broadcasts have been punctuated on the quarter hour by resonant and insincere bleatings on behalf of alkalizers, cigarettes, soaps and beauty lotions. I confess I am

GREATER MIAMI

"A National Market"



THE Greater Miami and Dade County area produces the world's largest supply of the following winter grown produce:

TOMATOES 15,000 ACRES

Now Under Cultivation



POTATOES 7,800 ACRES

Now Under Cultivation



IT is also America's largest producer of Avocados, with annual crop worth \$1,000,000 . . .

AND, is recognized as the world center for Persian Limes, 120,000 field boxes having been marketed in 1941 as against 80,000 in 1940 . . .

*Another Reason WHY
You Should Advertise in*

The Miami Herald

STORY, BROOKS & FINLEY—National Representatives

sick of it and believe I voice the conviction of other harassed citizens in frequently wishing to choke these intruders who pant excitedly about roads to romance and the superlative quality of mouth washes."

Shortly following this, Dr. Warne threw out this mouthful, "We feel that advertising has by its frequent abuse stressed inconsequential values, brought a false perspective as to the merit of products, often bewildering rather than informing, lowered the ethical standards by insincerity in its appeals, corrupted and distorted the press, wasted much good timber and chemicals and spoiled much landscape and radio enjoyment, blocked the speedy use of correct medication, created many parental problems by abominable radio programs for children—I speak with feeling about this—turned our society into one dominated by style, fashion, keeping up with the Joneses, retarded the growth of thrift by emphasizing immediate expenditure, and advertising has fostered monopoly through its large-scale use by only a few financially favored companies."

No Boycott Here

Columbia's willingness to let the other side state its case is at variance with the methods followed by many other advertising groups which have boycotted the left-wingers of the consumer movement and labelled them as "creatures of Moscow."

Following the broadcast, SALES MANAGEMENT interviewed a number of typical consumers who had listened to Dr. Warne. Almost without exception they reacted favorably to Columbia rather than to Consumers Union. Typical comments were, "There can't be anything very wrong with advertising or the radio people wouldn't have allowed him to say such things." "Makes me proud to be in America where there is free speech." "The station sort of took the wind out of his sails by not trying to censor him." "The agitators wouldn't get very far in this country if others were smart and let those guys have their say."

In his concluding remarks the Consumers Union head rather implied that he expected CBS would feel it necessary either to answer him or to shut him off, but instead the announcer merely told the listeners the name of the speaker and his subject, and switched over to a musical program. Dr. Warne, being only human, is probably burned up over such a polite brush-off. The very idea of a big broadcasting system not taking his cracks at advertising more seriously!

THE FIXT BILL OF FARE

Egg Griddle Cake	Yellow Cake
Waffle Biscuit	White Fuf Icing
Brownie Buckwheat Griddle Cake	Cookies Devil's Food Spice Cakes
Handy Doughnut Pie Crust	Corn Muffin Ginger Cake
Bran Muffin White Cakes	Chocolate Fuf Icing
Supreme Chocolate Pudding	Whole Wheat-Chocolate Pudding

393 SEVENTH AVENUE • NEW YORK, N.Y.

Copy such as this in hotel, restaurant and other trade journals paves the distributor's way.

Fixt Foods Shows Jobbers How to Sell to Institutional Customers

Since its representatives became teachers, not salesmen, volume has gone up 130% in five years. Concentration on big wholesalers, aiding their men in every possible way, has paid fat dividends. "Teachers" relish the plan too, and turnover is low.

Based on an interview with

L E W W A L L
General Sales Manager,
Fixt Food Products, New York

CONCENTRATION on one market, the institutional market and training of jobbers and jobbers' salesmen in the technique of selling this field has increased Fixt Food Products sales volume 130% in five years. During this period the company decreased its sales costs seven percentage points and reduced the number of its warehouses from 18 to three.

Fixt Food Products, New York, makes a complete line of prepared flour mixes for baked goods. It has 20 dif-

ferent types of flour which merely require the addition of water to the mix for baking. Fixt "Waffle Mix" is the "line leader." Currently the company is concentrating its entire sales effort on reaching the institutional food market.

"It's really very simple," says Lew Wall, general sales manager, "to have a successful sales department that concentrates on restaurants, hospitals, schools and other quantity food servers. First, get a good practical product to sell. Next, get the best expe-



"Never, in my experience, has long range planning been so difficult . . . sales and advertising plans are on a month-to-month basis," an advertising executive recently said.

Now, as America approaches the New Year, eternal vigilance becomes the principal tool of planning. Today, it is our conviction, based on actual experience in the field, that Marketing Research ought to be an integral part of your operating budget.

Ross Federal trained investigators have done much to prepare industry for sudden market changes. From house to house, office to office, dealer to dealer these bonded researchers uncover the essential facts to help business plan, prepare and defend its position.

We urge you to write or telephone the near-

est Ross Federal office today for information to help you plan for 1942. You'll learn, from a competent representative, how reasonably you can apply scientific market research to your own plans, and how quickly you can get studies to offset sudden changes.

WHAT ROSS FEDERAL DOES*

CONSUMER INTERVIEWS
Person to person—by telephone or mail

RADIO COINCIDENTAL SURVEYS

CONFIDENTIAL SHOPPING STUDIES

DEALER INTERVIEWS

Inventory and point of sale display checking

READERSHIP STUDIES

OUTDOOR ADVERTISING CHECKING

TRAFFIC CHECKING

*For a detailed presentation of Ross Federal's many research services write for a copy of *SOUNDINGS*.

**ROSS FEDERAL RESEARCH
CORPORATION • 18 EAST 48TH STREET, NEW YORK
AND 31 KEY CITIES FROM COAST TO COAST**

rienced salesmen you can find. The rest is directly traceable to your distribution policy, your methods of working with distributor salesmen and your promotion program. One can't succeed without the other, and one of the reasons for our success in this field has been that we have done a good job of keeping all three elements well integrated."

Until 1936 the company sold its products direct, but today its distribution system is extremely simple and much more profitable. Fixt now deals only through 225 wholesale distributors and all contracts are on exclusive ter-

ritorial franchise basis (except in such large cities as New York, Chicago, etc.). The wholesaler is allowed a flat 15% discount from list price, and this policy is standard with all distributors.

"Price cutting and price raising have cut many a company right out of business," Mr. Wall says, "and we're not going to let that happen to us. We give the distributor an exclusive franchise arrangement, and either he complies with our company's price policy, or he'll lose his franchise. When you give the wholesaler as good conditions as we do, there's always another fellow

in his territory ready to take over. The wholesaler knows that we can afford to be extremely choosy about who is going to handle our product, and also knows that he'll have to stick to the agreement."

In this same fashion, Fixt has ironed out many of the other kinks which usually exist between manufacturer and distributor. For instance, when an order comes through the mail, Fixt will handle the shipment entirely and will bill the customer direct, but the wholesaler in the customer's territory will receive a credit memo for his usual 15%.

Fixt keeps only 21 salesmen on the payroll. Mr. Wall claims that the biggest job his salesman has to do is not to sell Fixt products but to go to a wholesaler and work with his sales force until he eventually establishes an institutional department. The job of the Fixt salesman is to spend weeks, if necessary, with the wholesaler's salesmen showing them all the ins and outs of the institutional business.

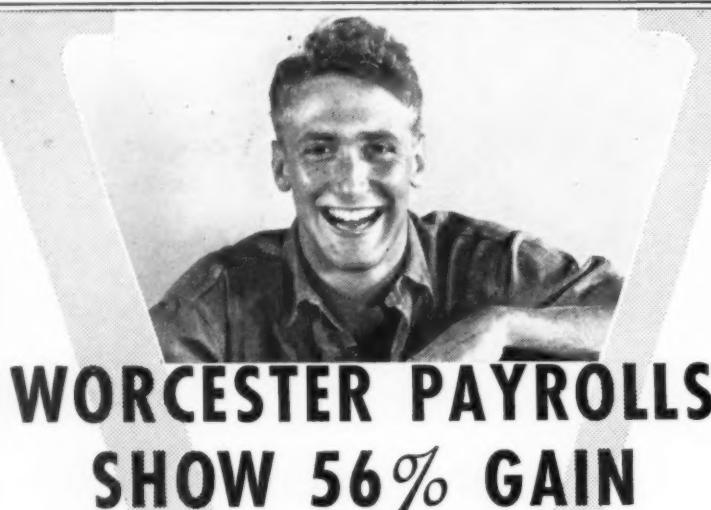
Unostentatious Help

"You have to do a job not only on the wholesaler, but on his men, too. Remember they're the people who are selling your product. We go to a wholesaler and ask if our man can work with his men so that he may learn their business and vice versa.

"We try never to make a nuisance of ourselves. We know that time means money, especially to a salesman. As a result, our man adjusts his time to the salesman's schedule.

"After the wholesaler's salesmen are well grounded in the philosophy of institutional selling, our salesmen will keep after them and make regular calls whenever the wholesaler salesman requests. When our man makes the call, however, he's working solely for the salesman. He'll do little more than explain briefly the nature of the company's products and the job that they will do. His main object is to establish the contact and arrange for an appointment and demonstration at some future date. Next time he will call on the buyer alone, and if he signs him up, will ask that the buyer place his order through the wholesaler's salesman who originally made the contact.

"Thus we retain the good will of the jobber's salesmen and also do an excellent servicing job for ourselves at the same time. As a result we have the 450 institutional jobber salesmen in every important buying section of the country doing a job for us, and constantly calling in our 'factory men' for assistance in selling the line. Perhaps one of the most important



EVEN BEFORE the war news hurled all Defense industries into unprecedented activity, Worcester factories were rolling up new records for number of workers, production hours, and wages paid. Here are the figures — first ten months of 1941 as compared with the same period in 1940, according to the industrial index of the Worcester Chamber of Commerce.

Number of Employees . . .	UP 28%
Production Hours . . .	UP 38%
Industrial Payroll . . .	UP 56%

This rich market — heart of industrial New England — is covered by The Telegram-Gazette alone. Circulation more than 134,000 net paid daily. Population: City 193,694. City and Retail Zone 440,770.

The **TELEGRAM-GAZETTE**
WORCESTER MASSACHUSETTS
George F. Booth, Publisher
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS OF RADIO STATION WTAG

aids they give these jobber salesmen is to teach them to turn down unprofitable business.

"In addition to sending our men into the wholesaler's own organization, we try to get his permission to send literature regularly to his men and to write them letters from time to time. We've bought 118 subscriptions to *Restaurant Management* and have this magazine sent regularly to 118 of our jobbers. From time to time, we stage special contests for the salesmen offering them bonuses such as one cent a pound on a particular product, new and existing business alike. What we try to do is to give the wholesaler and his men all the things the other fellow promised them but didn't give."

Generous Compensation

One reason why Fixt road men (or customer service men, as Mr. Wall prefers to call them) are able to do such an outstanding job is that their relations with the home office are completely satisfactory. All Fixt salesmen are paid a basic salary. In addition to this, they receive a commission on all sales throughout their territories, regardless of how the sales are obtained. If one's volume is larger, his percentage from the territory is proportionately increased. They are each allowed \$52 a month for car expenses and \$4 a day for living expenses and a reasonable expense allowance for entertaining customers. All Fixt men treat the jobber's salesmen as their guests when they make the rounds with them, buying lunch, etc., but Mr. Wall states that there has been little or no abuse of the entertainment expense privilege.

He points out that "our men are really in business for themselves. While they are supported with salary and expenses from the home office, it is up to them how much money they make. Obviously this policy completely eliminates the necessity for wage increases. The men must be satisfied, for we haven't a single man on our force who hasn't been with us for at least three years.

"We also make it a policy never to hire a man for a territory from outside that territory. When I need a new man, I'll go right into the area, and get a man who has been calling on the trade there for a long enough time to give him the necessary experience. We hire only married men.

"The first thing we'll do with a new salesman is take him into the plant for three or four days during which time he'll learn how the products are made, the type of ingredients used in the mixes, and how to use the flours. We don't try to teach the men the technical

aspects of quantity cookery, for one of the prime selling points of our mixes is their simplicity, and the ease with which they can be used. We do, however, want the men to be able to demonstrate our products successfully.

"We fortify our men with plenty of sales ammunition, such as case histories, point-of-sale aids, technical data, etc., as well as the usual educational material. We further maintain a consistent and aggressive advertising program in the institutional trade magazines. We use from ten to 12 publications monthly, and keep our

men and customers posted on the latest campaigns by regular mailings of reprints of our ads.

"We hold regular regional meetings. These are not speechmaking sessions, but good-down-to-earth work sessions. We'll tear a salesman's jobber accounts apart with him, analyze just what he can do to build the jobber's business, and how he can increase his own sales volume. The men themselves will draw up and develop a program for the next six months. If they don't live up to it, they'll have to explain it to themselves as well as to us."



You play safe when you put your money on WNAX. It's the station that *really pays off*.

Here's why. The winning combination of favorable frequency, distance from other network stations, unusual soil conductivity plus proper programming make WNAX the big station of this five-state billion dollar market.

WNAX, THE BIG STATION, is the favorite of the nearly four million people of its territory—people who spend their billion dollar cash farm income for *advertised* products. Sell yours to them with the sure thing medium—WNAX.

Write for facts that explain why WNAX has the largest commercial schedule of any station in this territory—with a consistent record for results.

It's Economical to Buy WNAX—the BIG Station



This Sales Coordination Plan Puts Company in Sweet Spot

Total sales and number of new outlets rise steadily for Warner-Patterson Co. despite U. S. business cycles. Each salesman applies it to suit himself, but all make more calls, use time and travel better, get bigger volume per customer.

THE words "sales coordination" sometimes suggest something heavy and complicated. But that obviously is not so with sales-operating coordination used by Warner-Patterson Co., Chicago, manufacturers of motor test equipment and automotive chemical specialties sold nationally through jobbers, retailers, major oil companies and service stations. The W-P sales coordination—a Thorson* system installed in 1934 and serviced by Thorson and Thorson since that time—has proved flexible and simple. It has multiplied salesmen's calls, increased by about 500% the number of new retail and wholesale outlets added annually, nearly tripled jobber sales volume since 1935.

The major object of the Warner-Patterson system is to help salesmen (sometimes in spite of themselves) make better use of their time, cover territories more effectively and usually with less mileage, increase their daily range of selective selling to make surer that every prospect is buying every W-P product he can use, and to study every prospect's business more closely.

While some of these W-P results were accomplished quickly, not all were achieved in a rush. They grew steadily. The company found that it had much to learn about the operation of sales coordination. And, more important, the salesmen had to grow into it—had to employ it in greater and greater degree as they convinced themselves it was good for them.

W-P sales coordination was not "rammed down the throat" of anyone in the organization. Sales Manager H. H. Allyn and J. A. Thorson worked with each salesman in his territory, helped each one in detail with constructing his individual coordina-

tion; encouraged him to use it and develop it; but without pressure.

Then W-P headquarters sales officers went back home hoping, and believing, that real territory sales management now had been established in

the territories—and no longer was being thrust at the territories from the home office. Periodic visits in the field continue to help men, and management, to increase the effectiveness of W-P sales-operating coordination consistently; however men are not pressed, but use whatever portions of the plan they want.

Not all of the men adopted it wholly at first. In fact, one man out of 16 covering ten territories in the United States has not adopted it yet. But all of the others are now working it full tilt.

Sales-operating coordination, as set



Can You Answer "Yes" to These Questions?

Warner-Patterson Co. in 1934 thought it could, but found it couldn't. Its sales-operating coordination system was adopted to get the right answers. Now the company believes it has them.

WHOM you sell—

1. Can you tell exactly how many active and prospective customers each salesman has in his territory?
2. Can you see accurately a complete "vital statistics" description and definition of all of those active and prospective customers in all territories?
3. Can you see accurately a completely detailed outline of the merchandising equipment and facilities of all of those active and prospective re-selling customers in all territories?
4. Can you show instantly the salient factors of all salesmen's working experiences with all of their active and prospective customers?
5. Can you show instantly the details of the usable selling knowledge possessed by each salesman about all active and prospective customers in his territory?
6. Can you show instantly an operable "one piece" résumé of all salesmen's thinking in connection with operating their daily selling jobs on the basis of the facts required for answering the above five questions?

WHERE you sell—

7. Can you tell exactly where and on whom each salesman will be calling each day by his own planning for the next 52 weeks?
8. Can you see accurately where each active and prospective customer is located in all territories in relation to one another, as well as in relation to each salesman's time-and-travel reasoning about them?

WHEN you sell—

9. Can you tell exactly when and how often each salesman calls on each active and prospective customer in each territory—and when and how often in the past month, or six months (or any other desired period)?
10. Can you see accurately which active and prospective customers each salesman calls on each day in their various sequence and frequency groups?

WHAT you sell—

11. Can you tell exactly what each salesman sold each customer individually (a) last month, (b) to date this year, (c) last year, (d) each preceding year for as many years as desired?
12. Can you tell exactly what each salesman plans to sell each customer individually (a) this month, (b) next month, (c) the rest of this year, or any other desired period?
13. Can you tell exactly what products each customer has not bought for two months (or any other desired period) that logically he should be buying—and what specifically the salesman plans to do on it?
14. Can you show instantly, in minute detail, an operable arrangement for handling the profitable, steady sales-volumes and sales-increases that may be accomplished in each salesman's thinking and capabilities?
15. Can you show instantly the "new business" sales assignments of every salesman regarding every active and prospective customer in every territory, as set up within each salesman's judgment and reasoning, covering all of your products?

* See "What Is Scientific Territory Coverage? Thorson Has an Answer," SM, May 15, 1941, for a detailed discussion of this sales control system devised by James Alfred Thorson, of Detroit.

up by W-P contains no mysteries, no secret formulas, nothing really "new." It simply is an orderly means for taking all of the existing facts of a territory and helping a salesman to use them effectively; i.e., to use more intelligently those five bread-and-butter factors—people, places, time, travel, products—with which every salesman and every sales manager has been familiar since Eve sold Adam the apple.

When a salesman adopts the plan, he actually makes his own coordination. He begins by sitting down thoughtfully with a complete list of all the possible customers in his territory, "active," "passive," "no good," etc., with credit data, buying habits and the names of worth-seeking personnel—as compiled from the salesman's and home office records.

The salesman, working with Messrs. Allyn and Thorson goes over his whole territory on paper; inch for inch and fact for fact. When he says: "That outfit's no good; I haven't been there for a year and there's no use wasting time on them," management accepts the salesman's judgment.

Men Evaluate, Thus Learn

"Salesmen's own thinking about their territories," Mr. Allyn points out, "is what they work with whether we like it or not; and as soon as management quits trying to supplant that thinking with its own, men will do better jobs. They learn more in this way about the value of intensive territory coverage through coordination than would be possible in any other way. Thus *they educate themselves* as soon as they learn that it pays them. That kind of education sticks, and pays dividends when everything else fails."

If the salesman says: "All that guy will ever buy from us is our So-and-so line," then perhaps Sales Manager Allyn suggests: "But he does handle a little test equipment, doesn't he, even though he never pushes it? If he pushed *ours*, do you think he could make some money on it?" If the salesman thinks so, he enters a note on his new coordinator to try out the idea on his next call.

Then they discuss the call frequency that the salesman thinks every customer and prospect in the territory is worth, writing down and connecting a proper call symbol with each name. Completing this, geography is studied in detail—a territory map is arranged according to the salesman's thinking—travel is organized according to the salesman's reasoning.

In much greater detail than is set down here, salesman and sales management cover the five factors of products, people, places, travel and time,



ARE YOU GOING TO FIRE YOUR SALES FORCE?

If NOT . . . how can you keep it working effectively? Too often and too easily a sales force grows stagnant during a "sellers' market." A new sales force is hard to build, so why not DO SOMETHING to hold the one you've got . . . keep them interested . . . provide a new incentive for renewed enthusiasm. Belnap and Thompson, inc., have been working on a new type of activity which will help you get TODAY'S JOB done QUICKLY and EFFECTIVELY. Write or phone for complete details NOW!

*The New 1942 "Push Book" is Out!
Have you received YOUR COPY?????*

BELNAP and THOMPSON, inc.
A Sales Promotion Agency
309 W. JACKSON BOULEVARD, CHICAGO, ILL.

Offices in

New York — Cleveland — Minneapolis — St. Louis
Detroit — Atlanta — San Francisco — Los Angeles

CREATORS AND PRODUCERS OF PUSH PLANS

and apply them directly to the salesman's work in his territory. The salesman works it out for himself for his specific business, based primarily on his knowledge. The plan thus begins to be his own; so he's interested.

He is thinking now, maybe in more detail than he ever thought before, about what he can sell, to whom he should try to sell it, when he should see every customer and prospect, and how he should arrange his travel to get him there best. Hit-and-miss begins to disappear forever from his planning. And he is really planning. Furthermore, he is no longer relying on memory, or ordinary memos. He is compiling operating facts in operating shape about every customer and prospect—facts and ideas that he surely wants to remember every time he makes a sales call.

Into the salesman's sales coordinator (which, for good psychological reasons, is called the "Territory Sales Management Book") goes all this information and a great deal more in many instances, all boiled down by symbols, arrangements, codes, abbreviations. This is a complete operating record of what the salesman thinks he ought to do, whom he thinks he ought to see, when he should see them, his estimate of the worthwhileness of individual customers and prospects, what

products he thinks he should be selling to them (by lines, not by volume; there is no "quota" element here), etc. This is all coordinated in such shape that the salesman has to do only one thing in order to bring each day's complete work into focus for action: He merely looks at today's date on his schedule.

That's the way each man's sales coordinator is built.

Then he starts carrying out the detailed plan he has made.

Sales Manager Allyn keeps a duplicate of the sales coordinator for each territory in the home office. He sees where every man plans to be and what he plans to do day by day—he sees this weeks ahead of time if he wishes.

Daily sales reports, briefed down by symbols, come in from the territories for posting. They do not always report carrying out the salesman's complete plan as scheduled. Sometimes they fall short of it. Sometimes they exceed it. But they come in, and Mr. Allyn knows from them the story of the field. For six years that story has shown him more effective territory coverage, more spread of customer attention, greater increase in number of new jobber and retail sales outlets annually, and better increases in sales volumes than he ever had had before.

If the home office sales coordinator

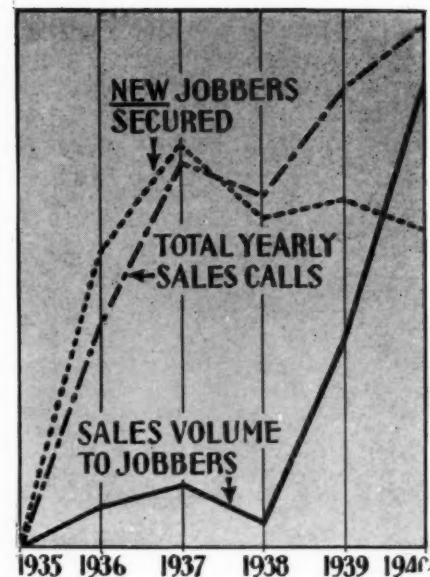


Chart illustrating "Sales-operating Coordination" sales results of Warner-Patterson Co. from 1935, when the plan took effect, through 1940. This chart, involving the company's entire U. S. sales force and U. S. sales, reveals the power of well coordinated sales activity without disclosing confidential company figures. It shows total number of new jobber accounts secured each year, figured in hundreds; total yearly sales volume to jobbers, figured in thousands of 24-can cases; total yearly sales calls, figured in thousands.



for a certain territory shows that the man in the territory needs some guidance or encouragement, Mr. Allyn goes out and supplies it. The coordinator unfailingly gives him details on exactly what guidance or what encouragement is needed, and where. He sees every one of his men every three or four months anyhow. But at no time is he ever forcing the salesmen to use the sales-operating coordination plan. He guides and suggests. The real forcing is done by the men themselves when they get together around the edges of annual sales meetings. There voluntarily they sell the plan to each other by reporting how well it works.

By no means all of the information that a salesman originally enters in his coordinator stays there. Changes are constant, and they are simple to make. He can always change his mind about people, products they should buy, how often they should be seen, and all the rest. He makes changes at any time, corrects his own book, reports the changes to headquarters, and they are also duly entered there. The plan is as flexible as a rubber band, but it is as smoothly powerful as a silent chain-drive. Each salesman, working under the Thorson framework, adapts and

PEAK MARKET

NEW BRITAIN IS A...

ELEVEN MONTH PERIODS

TOTAL MAN HOURS

1938 20,544,399 1939 27,613,264 1940 34,280,344 1941 51,075,953

NEW BRITAIN HERALD
REPRESENTED BY STORY BROOKS AND FINLEY INC.

uses the coordination to suit his own territory.

"Of course the results are many," says Sales Manager Allyn. "Our men now have something to guide their thinking and planning. So they think and plan to better effect than previously. One result of this is that they send us a great deal more information than we ever had before, most of it expressed in symbols that require very little time or effort on their part.

"For example, two of our men had the habit of watching competitors like hawks. They learned all they could about what our competitors were doing with every one of their prospects. In coordination, this helped them defensively to get more business. We added that idea to the system. Now most of the men are reporting this sort of thing in detail and their sales coordinators remind them—and us—of a lot of spots when they need special coverage.

"Another example: Every time a daily report shows by symbol that a call has been made without seeing anybody, the home office at once sends a letter to that customer or prospect. When the men learned we were actually giving them this backing (which is made possible only through proper mechanical coordination) they liked it. It made them more eager to report everything."

Many Things to Many Men

The plan means many things to many men. To one salesman, the main benefit is its stimulation to him to make more calls regularly. When he increased calls, his business rose. When he decreased them, it fell. So he uses the plan because it keeps prodding him to see the right men often enough.

To another man, the main benefit comes from thoughtfully planning *what else* he can sell his customers and prospects. His study of each customer's business centers on this. Result: His volume grows.

Everybody realizes that the plan has taken the home office off the necks of salesmen. To the degree that salesmen find they are running the plan instead of the plan running *them*, they reach for it and use it. Business improves in proportion.

Looking back on his six years' experience with sales-operating coordination, Mr. Allyn says: "It doesn't seem so important now that our sales calls increased 500% or more; that in one year, for example, we secured more new jobbing outlets than in ten preceding years; that our jobber sales volume rose 300% since 1935; that 'rising' or 'declining' business indexes

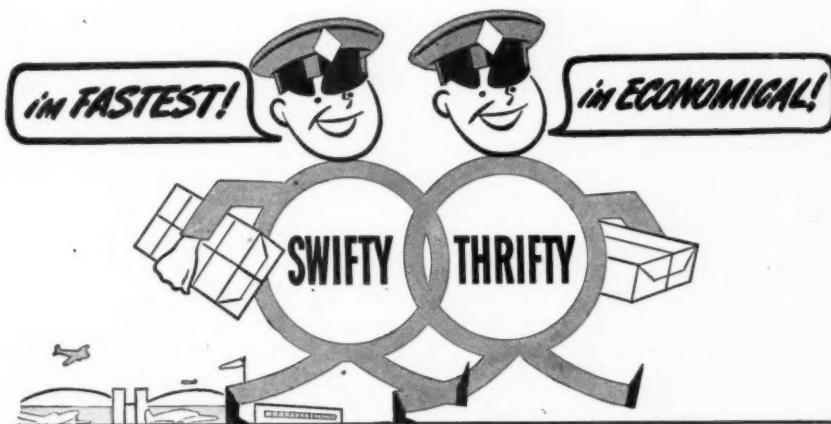
year after year seemed to have little bearing on our progress.

"The things that now seem really important are: We've learned the difference between 'sales department knowledge' and 'specific field sales-operating knowledge' . . . the difference between 'what I think you think' and 'what you think' . . . the difference, in a word, between sales-operating conglomeration and sales-operating coordination.

"Before we adopted our plan, we thought we knew the right answers to

Mr. Thorson's 15 questions on which sales-operating coordination is based. Now we know we know them. I believe the time is here when those of us who expect to continue successfully in business after the war, must all have the correct answers in order to exist. I don't know how they can be had except by sales-operating coordination."

The U. S. Navy will run two full color pages in *The American Weekly* and *This Week* in January and February to appeal for recruits among the young men graduating from high schools. BBDO is the agency.



"WE FLY WITH EVERY SHIPMENT YOU SEND BY AIR EXPRESS!"

Meet "Swifty" and "Thrifty"—the AIR EXPRESS co-pilots. They always fly together, giving you the "double" advantage of super-speed and economy whenever you send a shipment this FASTEST way. Today, with war emergencies demanding utmost speed and economy, AIR EXPRESS is more vitally necessary than ever. At 3 miles a minute, AIR EXPRESS wings anything from pound-packages to ton-heavy industrial equipment—as far as 2500 miles overnight! The cost? Low AIR EXPRESS rates are even more economical when you consider the valuable hours, days—even weeks saved in shipping time. Special pick-up and special delivery at no extra charge within regular Railway Express vehicle limits in all cities and principal towns. Find out about it—phone Railway Express, AIR EXPRESS DIVISION.

EXAMPLES OF AIR EXPRESS ECONOMY

(Minimum Charge \$1.00. Rates by Air Miles)

Air Miles	1 lb.	3 lbs.	5 lbs.	10 lbs.	25 lbs.
200	\$1.00	\$1.04	\$1.12	\$1.32	\$2.00
500	1.00	1.28	1.60	2.40	5.00
1000	1.00	1.68	2.40	4.20	10.00
2000	1.00	2.48	4.00	8.00	20.00
3000	1.00	2.88	4.80	9.60	24.00

Proportionately low rates on heavier shipments

Direct 3-mile-a-minute service between over 370 key cities. Coordinated air-rail connections to 23,000 off-airline points. Also International AIR EXPRESS to and from scores of foreign countries.

'FASTEST WAY' MEANS AIR EXPRESS



Division of RAILWAY EXPRESS

Help-Retailers-Sell Plan Builds 40,000,000-a-Year Pattern Volume



The advertising layouts which Simplicity's advertising manager, Joseph E. Hanson, here explains to a convention of the company's salesmen, are designed for adaptation by retailers in promoting piece goods—and, less directly, patterns. By a multiplicity of such services Simplicity wins dealer cooperation, pyramids its own sales.

Simplicity's huge volume has been built on a sales policy involving these main factors:

1. A 15- and 25-cent price, to bring patterns within the range most women expect to pay.
2. An appeal to the retailer based on the use of patterns to build sales of yard goods.
3. A guarantee to the consumer of correct sizing.
4. Wide and intensive promotion of a school sewing service.
5. Timely sales helps for dealers.
6. Sponsorship of *Simplicity Prevue*, a monthly publication of 5,900,000 circulation, as a broadscale promotion medium.

Home sewing will increase as clothing costs rise. Ready-to-wear sales will suffer. Business of the pattern companies is showing gains paralleling their wartime sales jump in Britain. Wool curb announcement may touch off a clothes buying boom.—*The Wall Street Journal*, December 31, 1941.

SIMPPLICITY PATTERN CO. in 14 years has grown to be the largest factor in the world's dress pattern industry—larger than all other manufacturers combined—by helping retailers sell.

Every element in Simplicity's policies and program works toward this objective.

The company not only helps stores sell patterns but the materials and accessories for entire wardrobes.

Joseph M. Shapiro started it all with an old printing press and some new ideas.

Until the Simplicity Pattern Co. was formed, patterns sold for 25 cents and up. Mostly up. Mr. Shapiro believed that inexpensive patterns could be and should be sold proportionately with

the low price of cotton fabrics. He also believed that a woman who spends a few dollars for a dress is just as creative as one who spends hundreds—that she gets as much satisfaction out of making her own clothes as one who spends hours consulting a custom designer. And he believed that simplicity was the trend of American living.

But the growth of the company was not altogether simple. Mr. Shapiro had to fight for it. He and his associates are still fighting for it—doing more than ever to help retailers sell and to help millions of women get the kind of clothes they want.

In 1927 competition was well entrenched. Simplicity met it at first by offering the new patterns as promotion pieces with cotton goods. The first order came from Carson, Pirie, Scott of Chicago. Before long, other jobbers began taking on the line. Within two years 90% of leading dry goods jobbers were carrying the line.

Simplicity's patterns won the support of stores, because they sold more piece goods, and stimulated store traffic.

Perfect Fit Powerful Factor

The price from the start was 15 cents. This was a factor, of course. But there were others. Mr. Shapiro made sure, for example, that he could safely print on the pattern envelopes, "Guaranteed—Cut to Exact Size." Simplicity set out to meet exactly the requirements of every size from 12 to 56.

Patterns for silk and wool as well as cotton were introduced. As the volume increased, he did not let mass production interfere with accuracy.

Mr. Shapiro early discovered, from a tour of schools throughout the country, that the young are an important sewing market—as well as important style-setters. He organized Simplicity School Sewing Service, with stylists trained to give school fashion shows, and launched a monthly "School Sewing Service News," with an initial circulation of 40,000 among teachers, and probably of four million or more among students.

"Teach a girl to sew before she's 21," said he, "or she'll never learn."

J. M. and his son J. J. Shapiro, began the business together. They con-

tinue to manage it jointly today. Both frequently go into the field and call on customers.

Simplicity sells 40,000,000 patterns a year in this country now—and millions more to the women of Canada, England, South America, Australia and Africa. The company operates an engraving and manufacturing plant at Niles, Mich., and a paper mill at Sheboygan, Mich. It also has factories in London, England; Sydney, Australia; and Toronto, Canada.

In the United States, Simplicity sells through about 10,000 department and dry goods and syndicate stores. Its distribution among such stores is almost complete. The work of the sales force is primarily devoted to helping the stores sell more piece goods and patterns.

Of the 10,000, about 1,700 are department stores. (A department store, says the Department of Commerce, is one which has at least furniture and dry goods departments.) Among stores with annual sales of more than \$500,000, 2.8% of their dollar volume is in fabrics—the sale of which, of course, is induced by patterns. Among smaller stores, the proportion is higher.

Herbert Bennington, sales manager, points out that today more than 50% of all women (urban and rural) buy patterns, and that of these, 80% expect to pay 25 cents or less for them. He estimates that the stores average three fabric yards for every transaction. Thus Simplicity patterns induce directly the sale of 120,000,000 yards



Simplicity designed the "One Minute Simplicity Air Raid Suit," and donated the patterns to Bundles for Britain. The British Government officially accepted the suit. Came Newbold Morris, President of the New York City Council, to inspect three comely models while the cameras clicked. Publicity-wise Simplicity was in the news again!

JANUARY 15, 1942

War TAKES ALL TIRES...

But the majority of the tire dealer readers of TIRES Magazine will continue in business. For years these 15,000 independent dealers have been diversifying their sales and service activities. THIS means they now can put more effort behind

BATTERIES
TIRE TREADING
WHEEL ALIGNMENT
WHEEL BALANCING
LUBRICATION
GAS AND OIL

This means, too, that TIRES Magazine now provides a better medium than ever for the sales messages of manufacturers of all forms of equipment used in the modern automotive quick service station.

15,000 stations in this rich field will look to TIRES Magazine for guidance in their war time activities.

Let us tell you more about these outstanding automotive stations — and their trade paper.

TIRES
THE TRADE PAPER OF THE TIRE INDUSTRY

420 Lexington Ave., New York

of fabrics annually, and also lead to a lot of accessory purchases.

An important medium in this is *Simplicity Prevue*, a monthly publication with 7,000,000 circulation in all editions, which presents a wide range of current fashions and the patterns with which to make them. *Prevue* is picked up, free, by customers at pattern departments in stores.

In 1940, Simplicity distributed more than 175,000 copies of its 88-page Sewing Book, at 15 cents each, presenting 600 pictures and 600 details on sewing and dressmaking, "for beginners . . . and experts." Simplicity promotion in this book is limited to brief mention in the front. Singer Sewing Machine, Talon Fasteners and similar companies usually take the fourth cover. All the rest is practical information.

Simplicity holds a total of 600 fashion shows in schools annually, before some 500,000 students.

All of these efforts are tied in with stores, and all help the stores sell.

To the stores, Simplicity issues annually about 500,000 posters and displays. This material is carefully prepared to be timely and useful. A high percentage of it is used.

Recently, for instance, the company offered, from samples, new de luxe $3\frac{1}{2} \times 5\frac{1}{2}$ foot posters to stores which requested them. More than half of the stores wrote in for them in the first month.

For years, Simplicity had offered a monthly mat service for retailers—a small, four-sheet job showing pattern illustrations for fabric ads in newspapers. In 1941, the mat service was stepped up to standard newspaper size. In addition to patterns for dealers' ads, it suggested headlines and complete layouts. Stores were urged to "advertise more fabrics and Simplicity pattern fashions . . . because of the national defense economy. Home dressmaking will continue to increase."

A few months ago, Simplicity also introduced a monthly Fabric Sales Promotion Calendar.

Most dry goods and even department stores are not large enough to support full-time advertising managers.



Hundreds of headless, armless figures . . . giant drafting tables . . . mountains of swirling paper . . . endless rows of rubber stamps labeled "Underlay," "Waist," "Welt," "Hem"—these are the furnishings of the fantastic wonderland behind the doors of Simplicity's Manhattan cutting rooms. From these tools, one product: Patterns with style and guaranteed perfect fit . . . at 15 cents!

Advertising, with them, must be a part-time—often a thankless, unimaginative, last-minute—task of someone on the staff. Simplicity's calendar is issued, well ahead of each month, to stimulate and simplify constructive promotional planning.

For November, for example, retailers were told that "people are in the mood to buy," and do buy heavily, of fabrics. In that month, they do from 8.2 to 12.6% of annual volume in silks, velvets, etc.

Five November dates were circled. Monday, November 3 and 10, it was shown, were the days before Election and Armistice Days, both good shopping days. The "two" Thanksgiving days, in different states, were noted. And the day after Thanksgiving starts the Christmas shopping season.

On different loose pages in the calendar folder are a fabric sales planning chart, with suggested promotions and space for listing sales figures for every day of the month; a sheet of suggestions for display and advertising of evening fashions, children's fashions and first southern resort wear;

reproductions of appropriate mats on these themes; headlines for simplifying advertising layouts; informative data called "fabric flashes"; fashion sketches in color to be pasted on price signs; and suggestions on preparing a "make it for Christmas" window display and an island or counter booth in the store.

For 13,000 retail sales people, Simplicity distributes monthly a pictorial tabloid newspaper called "Simplicity Pattern Patter." A recent front-page picture showed Simplicity-designed air raid shelter suits, "sewn by U. S. women, convoyed to Britain." Other pictures reported the promotion, progress and results of a "Simplicity Sewing Marathon," for war relief. Simplicity fashions on the radio, in the movies, in cooperative newspaper advertising and in newspaper publicity are reproduced in *Patter*. . . . The sales people get the impression that these fashions are very much in the public eye.

Retailers recently have been told how to capitalize on the growing sew-for-defense market. . . . Simplicity saw to it that *all* the entrants in a defense girl poster contest conducted by National Retail Dry Goods Association last Fall, wore Simplicity dresses. Reproducing the winning poster in trade-paper advertising, the company pointed out that the girl "wears a dress made from Simplicity Pattern No. 3,626."

The work of Simplicity's sales force today is primarily to help retailers make the most effective use of all the services which the company provides for them.

IN PHILADELPHIA

WE Win friends influence listeners

SELL THROUGH WFIL

"American Lady" Builds Strong Promotion Around Perfect Fit

They call it the "Vital Dimension" Plan. They have merchandised it through a portfolio presentation which was later simplified to make a counter piece. Retailers have given the idea heavy support through retail advertising.

THE "Vital Dimension Plan" sponsored by the American Lady Corset Co., Detroit, has won extensive cooperation on the part of leading department stores and specialty shops.

From coast to coast, even the most conservative women's wear retailers, including many big department stores, have been running display ads featuring this simple, new idea in corsetry and backing up their ads with as many as half a dozen of their best windows at one time. "What is *your* vital dimension?" these retailers ask, and they proceed to answer: "In shoes, it's width; in foundations, it's hip development."

"The difference between the size of your waist and hip measurement," they explain, is the critical dimension. "And it's just as vital in getting a comfortable, properly fitted garment as width is in getting correctly fitted shoes. It's the dimension that spells the difference between comfort and discomfort — between approximately right and absolutely right fit. American Lady presents this radical innovation in corseting so that now every woman, regardless of what type figure

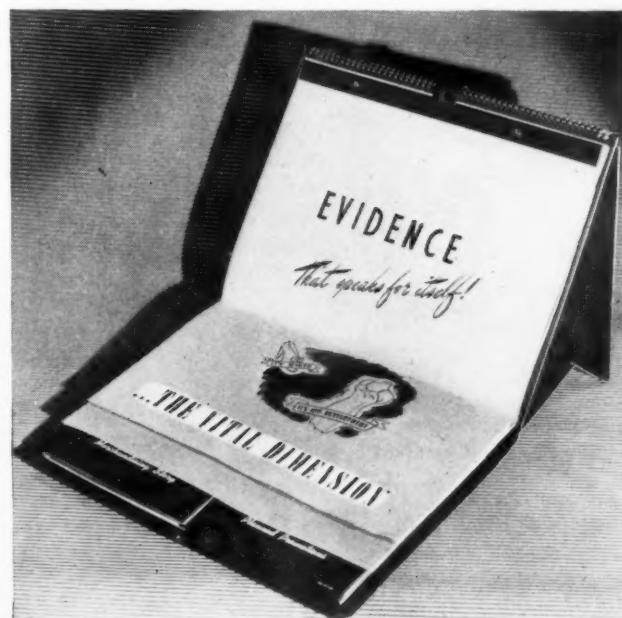
she has, can find a garment perfectly suited to her."

The quotations are not from promotional copy prepared by American Lady Corset Co., but from full-page ads published by leading department stores in several cities.

The idea was born in 1940 and was first introduced late that year in promoting the line for Spring, 1941. It was inspired by observing the fact that shoes of the same size are of many widths. Shoe "size" is usually taken to mean length, but everyone knows that width is quite as important as length in fitting the feet. Similarly, women who are the same size in other respects differ widely (no pun implied) in hip development, hence the hips should be fitted just as carefully and properly as the waist, bust, or length.

American Lady has long boasted an exceptionally extensive line and has stressed the importance of correct fitting in corsetry. But when the management became definitely convinced that this new idea of hip development was the key to the whole problem, they redesigned their lines and in doing so, dropped about 200 styles. While they

Cut-out transparencies in the portfolio illustrate proper corset sizes by comparing them with shoe sizes. Of a number of shoes and corsets shown, all of the same length, only one is an accurate fit. Besides being employed by retailers in demonstrations, the portfolio is left on store counters for customers to thumb through at their leisure—and thereby sell themselves.



A Sound Market in which to invest your advertising dollars

Four million hard-working Americans, whose 1941 spending money exceeded TWO BILLION DOLLARS, live in WOW-LAND. We produced record crops in 1941 . . . should produce still more in '42. Farm prices are over "parity".

Workers are satisfied because they are getting record-high wages. Thousands more soon will be employed in 100 million dollars' worth of new plants.

Here, centrally located, we fortunate people suffer less from war-jangled nerves.

WOW-LAND is the *soundest* spot in the nation in which to *invest* advertising dollars.

★ WOW-LAND includes the western third of Iowa; two-thirds of Nebraska; and big income sections of Kansas and South Dakota.

276 RICH COUNTIES

★
WRITE
FOR THIS
BOOK OF
MARKET
FACTS
★

RADIO STATION

WOW

OMAHA

NBC RED NETWORK

590 KC. • 5000 WATTS

Owned and Operated By
Woodmen of the World Life Insurance Society

JOHN J. GILLIN, JR., GEN'L MGR.
JOHN BLAIR CO., REPRESENTATIVES

still carry others, they are now featuring three trade-named lines, each in a complete range of "Vital Dimension" sizes and in a full price range.

To introduce the "Vital Dimension Plan" to retailers, Martin J. Newman, advertising and sales promotion manager, had prepared a small portfolio presentation stressing the comparison between shoe sizes and foundation sizes. A feature of this presentation was a visual demonstration of the many shoe widths in the same size. This was effected by fastening nine colored transparencies the shape of a

shoe sole, each the same length, by means of a swivel at the top over an outline of a shoe sole on the page. While all were the same "size"—that is, the same length—only one of the nine exactly fitted the outline, as could be seen through the transparent materials. Then a similar demonstrator was used to illustrate the differences in hip development by imposing cut-out transparencies of corsets over a sketch.

This demonstrator has since been developed into a counter display to which both the shoe and the corset

transparencies are attached; the latter over the sketch of a feminine form. This is used extensively by retail salespeople to convey the idea to customers, and many customers also amuse themselves with it while waiting to be served.

The idea clicked from the first. Retailers who had been accustomed to think of corsets as staples that didn't require promotional effort proceeded to capitalize it by publishing large ads in their local papers and supporting these with from one to six "Main Street" window displays at a time. Such advertising is on a cooperative basis.

Inspired by this unusual response, Mr. Newman went to New York, engaged the best display talent, and set up model displays, only to photograph them and tear them down. The purpose, of course, was to prepare display ideas and plans for use by dealers. These plans are in addition to the regular dealer display service offered by American Lady.

Flexible Dealer Helps

Then to provide similar assistance for the advertising departments, Mr. Newman had a series of advertising layouts prepared in a variety of styles and sizes to be readily adaptable to all retail requirements. These are not mats, nor are they complete ads. Mats are available to those dealers who want them, but it has been Mr. Newman's experience that department stores and the larger specialty shops prefer to prepare their own ads in what they consider their own distinctive style. Hence it has been his aim to furnish in these helps only the suggestions and to leave it to the individual store to adapt them.

Meanwhile, he has prepared another portfolio for use in presenting the Spring, 1942, line. This consists of three parts: A series of reproductions in newspaper size, the small portfolio used in presenting the "Vital Dimension Plan" for Spring, 1941, and another small portfolio of merchandising ideas, direct mail, window displays, selling helps, and other material.

The large reproductions include many of actual ads run by leading retailers throughout the country during 1941, together with reproduced photographs of some of their most notable window displays. Others are of the model displays referred to above, together with a list of materials required for each display, and of the model advertising layouts.

There is also an extensive line of interior displays which dealers are invited to order.

Scene from The Perfect Circle Company's new sound slidefilm, "That High Power Top Inch" now being shown on Da-Lite Challenger Screens.

FOR the most efficient showing of its sound-slide films The Perfect Circle Company has recently started using Da-Lite Glass-Beaded Screens.

Mr. Stanley Murray, Assistant Advertising Manager, writes—"In the past ten years we have shown our films on many types of screens, and we have found these new Da-Lite screens to be the most successful we have ever used. They are quickly set up and seem to be "engineered" to help a person put on a good show rather than to be a source of annoyance like so many folding screens that we have used in the past. The surface of the screen reflects the film exceptionally well. We can wholeheartedly recommend this screen to any potential users."

Your industrial slidefilms and motion pictures also deserve projection on Da-Lite Glass-Beaded Screens. Ask your producer or supplier about them or write Dept. IS, for latest catalog.

DA-LITE SCREEN COMPANY, Inc.

2723 North Crawford Ave. • Chicago, Ill.

"Preparing these model displays and layouts and including them in the Spring, 1942, portfolio has enabled our representatives to reach the advertising managers, display managers, and merchandise managers as never before," Mr. Newman says. "They have something that these department heads really want to see."

"Managers of the corset departments are always on our side, of course; they want more advertising and more displays for their departments, but heretofore most of them have had difficulty in convincing their management that the corset department deserved such promotion."

Miniature Demonstrator Builds Sales for Y & E

Yawman & Erbe Mfg. Co., Rochester, N. Y., makes filing cases and filing systems. It is obviously impossible for a salesman to lug an actual sample on calls, and experience has shown that they will not carry a demonstration kit of actual lettersize guides and folders. So, Phillip Yawman, ad. mgr., devised



It fits the pocket.

a miniature demonstration kit that fits into the pocket.

Salesmen are told, "this is a visual presentation of the many sales features of the Y & E Direct Name System, and will make it easier for you to demonstrate . . . After you have made your presentation, you may find it advisable to leave the demonstrator with your prospect so that he can study your recommendations at his leisure . . . It may also be used as a direct mail piece."

The kit is a small replica of the system. With each one of the items on the system is an explanation of that item together with its sales advantages. Thumbing through it is the equivalent of going through a real file. Thus, it's a natural application of a selling help to the product.

JANUARY 15, 1942

A
K
R
O
N

**THIS RICH, FREE SPENDING MARKET
SHOULD TOP YOUR SALES PROMOTION
LIST FOR 1942**

AND HERE'S WHY . . .

	(1941—first 11 months)	(Per cent of 1940)
EMPLOYMENT		
(64 industries, factory and office)	56,508	126
Rubber factory personnel	42,015	133
TELEPHONES	75,434	116
POSTAL RECEIPTS	\$1,666,182	107
BUILDING PERMITS		
Number residential	971	220
value	\$5,369,441	190
Number nonresidential	2,797	127
value	\$6,297,596	331
SALES TAX COLLECTIONS	\$3,269,447.50	134
DEPARTMENT STORE SALES		129
RAILROAD CARLOADINGS		
Inbound tons	3,750,467	117
Outbound tons	1,669,376	130
INDUSTRIAL POWER CONSUMPTION		
Thousands of KWH	186,549	139

YOU CAN DO A COMPLETE JOB OF COVERING
AND SELLING THE AKRON MARKET BY PLACING
YOUR MESSAGES IN AKRON'S ONLY NEWSPAPER.

AKRON BEACON JOURNAL

Represented by: STORY, BROOKS & FINLEY
New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

LET
ILLUSTRAVOX
BE YOUR
PRINCIPAL SPEAKER

- SALES TRAINING
- SERVICE INSTRUCTION
- APPRENTICE EDUCATION
- SAFETY PROGRAMS



America's
most widely used
Sound-Slide-Film Equipment

ILLUSTRAVOX is the streamlined answer to the problem of providing a principal speaker at all kinds of meetings . . . training salesmen, dealers . . . instructing apprentices . . . promoting safety. Tells your story fast . . . dramatically . . . inexpensively. Models for small or large meetings . . . for 3 to 1200 people. Write now for full details!

Mail The Coupon • No Salesman Will Call!

ADDRESS BUILDING S-5

ILLUSTRAVOX
DIVISION OF THE MAGNAVOX CO., INC.
FORT WAYNE, INDIANA

S-5

NAME _____

ADDRESS _____

CITY _____



LETTER ROUND TABLE

If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send It
In. It May Win a Round Table Prize.

Ball Us Out, Mr. Ex-Patron, But Please Say Something!

All salesmen know that the toughest prospect to interview is the one who, like Br'er Rabbit, "lie low and say nuffin'." Similarly, a former customer who stops ordering without a word of explanation is a heart-breaker for the home office.

The sales manager in such a situation reproaches himself, "Have we offended Mr. Customer to change him into Mr. Ex-Customer? Did we slip up on service? Was he dissatisfied with our goods? . . ." etc. A letter may bring to light valid complaints, misunderstandings, deserved rebukes. When the silence is broken, these can often be cleared away and the "Ex-" removed from his name. But the letter must be tactful. Remember, Mr. Ex-Customer may be nursing a grudge. He's in no friendly mood.

C. F. Ahern, s.m. of Dennison Manufacturing, strikes precisely the right note in his re-wooing of a lost patron. See if you agree with the Round Table judges in awarding him first prize last month:

"And then there's the one about the mind reader who lost out on her fee when her client cried, 'Fake! If you were a real mind reader, you would have known that I was broke.'

"If I were a mind reader, I would not need to write this letter. I would have known long ago why you had stopped doing business with us or why we had not heard from you these past few years. I'm sure that if there was some misunderstanding that caused the disruption, we would have straightened the matter out to your satisfaction, had we known about it. There must

be a reason for lack of some word from you. Won't you tell us about it?

"Use the reverse side of this letter to tell us your story. Don't pull your punches . . . We can best correct our mistakes and oversights when we know what they are. We want you back as a customer, but as a perfectly satisfied customer.

"The enclosed postage envelope will be convenient for your reply. Won't you please use it now to let us know why Dennison has been off your list of suppliers these past few years? Or, to let us know how we may be of service at this time?"

Need More Salesmen? Try This Way of Getting Them

Many companies selling through numerous representatives are constantly in need of adding to their staffs. One of the best ways of obtaining additional reps is through recommendations from those already on the force.

Louis F. Gump, of Ohio Laboratories, Inc., Columbus, employs an ingenious letter to get more distributors of OL products. "You have been doing such a splendid job that we are proud to give you special recognition as one of our most active distributors," he begins.

"Because of the increase in material costs, labor, and general expenses we must spread our increased overhead over a greater number of outlets if we expect to keep our prices at their present levels. Will you help us? You probably have friends in groups in other communities, cities, or perhaps in another group in your own organization who also are interested in further increasing their income. If you will help us to include them in our list of active distributors we will further increase your income by sending you a \$1 Distributor's Profit Certificate. This Certificate will be given you when your friend places her first order with us . . .

"Enclosed you will find two 'check-off' letters which I think your friends will find interesting and amusing. Simply address the letters, check the words you like, sign and send to your friends. At the bottom of the letters they can fill-in their names and organizations and then mail them on to us . . .

"You will be doing a fine service for your friends, for us and for yourself. The enclosed postal is for you to fill in the names of your friends and send to us . . . so that you are sure to receive your credit . . ."

Accompanying this is the following for checking off:

"Dear
"Dearest
"My Dear

"I'm writing this to tell you about a fine product
fine proposition
fine company
church
lodge
fraternal organization to make
a nice amount of money for our treasury.
considerable
a great deal of loved
We have enjoyed
used

possible by this activity in selling
Hi-Lab Products
Smiling Scot
D. S. G. Items
to 60% return on your investment and
recommend that you write to the Ohio
Laboratories, Inc., of Columbus, Ohio,
asking for information about this new
money-making activity
source of income
fund-raising plan
Profit Introductory Offer on Smiling Scot.

"I know you will find the company
very enjoyable
quite cooperative
fair and square
believe (you) your organization will find
this method of raising those "much needed
funds" very simple
worth while
easy

"Send this epistle
letter
personal note
company and they will be happy
glad
tickled to death
to send you full information on how you
too can enjoy this extra money.

Your very truly,
Sincerely."

Because of the novelty of the check-letter it brought excellent results. With some modifications it might fit into many other lines of business.

* * *

For the benefit of late comers, it should be explained how the Sales Letter Round Table operates. Each month members submit a letter which has proved particularly effective in their business. The judges award three prizes, \$10 and two \$5's, and the 25 best letters are reproduced by photo-offset and sent to all members. Thus participants may swap ideas which can be adapted to a number of unrelated industries.

Prize-Winning Letters for December

C. F. AHERN
Manager

Customer Service Dept.
Dennison Manufacturing Co.
Framingham, Mass.

J. H. DONAHUE
Sales Manager
Abbott Ball Co.
Hartford, Conn.

H. M. STANLEY
Sales Promotion Dept.
United Autographic Register Co.
Chicago, Ill.

Defense Savings Pay-Roll Allotment Plan

How company heads can help their country, their employees, and themselves

voluntary pay-roll allotment plan helps workers provide for the future helps build future buying power helps defend America today

This is no charity plea. It is a sound business proposition that vitally concerns the present and future welfare of your company, your employees, and yourself.

During the post-war period of readjustment, you may be faced with the unpleasant necessity of turning employees out into a confused and cheerless world. But you, as an employer, can do something *now* to help shape the destinies of your people. Scores of business heads have adopted the Voluntary Pay-roll Allotment Plan as a simple and easy way for every worker in the land to start a *systematic* and *continuous* Defense Bond savings program.

Many benefits . . . present and future. It is more than a sensible step toward reducing the ranks of the post-war needy. It will help spread financial participation in National Defense among all of America's wage earners.

The widespread use of this plan will materially retard inflation. It will "store" part of our pyramiding national income that would otherwise be spent as fast as it's earned, increasing the demand for our diminishing supply of consumer goods.

And don't overlook the immediate benefit . . . money for defense materials, quickly, continuously, *willingly*.

Let's do it the American way! America's talent for working out emergency problems, democratically, is being tested today. As always, we will work it out, without pressure or coercion . . . in that old American way; each businessman strengthening his *own* house; not waiting for his neighbor to do it. That custom has, throughout history, enabled America to get things done of *its own free will*.

In emergencies, America doesn't do things "hit-or-miss." We would get there *eventually* if we just left it to everybody's whim to buy Defense Bonds when they thought of it. But we're a nation of businessmen who understand that the way to get a thing done is to *systematize* the operation. That is why so many employers are getting back of this Voluntary Savings Plan.

Like most efficient systems, it is amazingly simple. All you have to do is offer your employees the convenience of having a fixed sum allotted, from each pay envelope, to the purchase of Defense Bonds. The employer holds these funds in a separate bank account, and delivers a Bond to the employee each time his allotments accumulate to a sufficient amount.

Each employee who chooses to start this savings plan decides for himself the denomination of the Bonds to be purchased and the amount to be allotted from his wages each pay day.

DSS-BP-1

JANUARY 15, 1942

How big does a company have to be? From three employees on up. Size has nothing to do with it. It works equally well in stores, schools, publishing houses, factories, or banks. This whole idea of pay-roll allotment has been evolved by businessmen in cooperation with the Treasury Department. Each organization adopts its own simple, efficient application of the idea in accordance with the needs of its own set-up

No chore at all. The system is so simple that A. T. & T. uses exactly the same easy card system that is being used by hundreds of companies having fewer than 25 employees! It is simple enough to be handled by a check-mark on a card each pay day.

Plenty of help available. Although this is *your* plan when you put it into effect, the Treasury Department is ready and willing to give you all kinds of help. Local civilian committees in 48 States are set up to have experienced men work with you just as much as you want them to, and no more.

Truly, about all *you* have to do is to indicate your willingness to get your organization started. We will supply most of the necessary material, and no end of help.

The first step is to take a closer look. Sending in the coupon in no way obligates you to install the Plan. It will simply give you a chance to scrutinize the available material and see what other companies are already doing. It will bring you samples of literature explaining the benefits to employees and describing the various denominations of Defense Savings Bonds that can be purchased through the Plan.

Sending the coupon does nothing more than signify that you are anxious to do *something* to help keep your people off relief when defense production sloughs off; *something* to enable all wage earners to participate in financing Defense; *something* to provide tomorrow's buying power for your products; *something* to get money *right now* for guns and tanks and planes and ships.



FREE - NO OBLIGATION

Treasury Department, Section A,
709 Twelfth St. NW., Washington, D. C.

Please send me the free kit of material being used by companies that have installed the Voluntary Defense Savings Pay-Roll Allotment Plan.

Name _____

Position _____

Company _____

Address _____



The Economic Role of Advertising

Sales managers and advertising men will find an invaluable source book in the recently published "Economic Effects of Advertising" by Prof. Neil H. Borden of Harvard University.

The report is based on the four-and-a-half year study of advertising conducted at Harvard University under the sponsorship of the Advertising Research Foundation, a joint organization of the Association of National Advertisers and the American Association of Advertising Agencies. The study was financed by a \$30,000 gift from Mrs. A. W. Erickson, as a memorial to her husband, former officer of McCann-Erickson, advertising agency. Publisher: Richard D. Irwin, Inc., Chicago. (\$5.)

Prof. Borden's report, an analytical analysis of the economic role of advertising under the present social system, based upon the thousands of case histories, interviews with business executives, records and industry studies, concludes:

"So long as individual enterprise flourishes and a dynamic economy continues, advertising and aggressive selling will play a significant social role."

Advertising Aids Nation

The study shows that in some instances advertising has increased the costs and the prices of merchandise, but for most products price competition has served to hold advertising costs at relatively low points. In turn, advertising and aggressive selling have helped to bring a tremendous expansion of new and improved products upon which technological development and increasing investment have depended. Therefrom has come a growth in material welfare far in excess of the costs entailed. In his report, Prof. Borden writes:

"The evidence shows that advertising use is accompanied by certain dangers, particularly those attending the tendency of business men to compete in advertising and thus to bring into prices a large amount of selling costs, but on the other side of the ledger are important off-setting contributions.

"Advertising's outstanding contribution to consumer welfare comes from its part in promoting a dynamic, expanding economy.

Advertising's chief task from a social standpoint is that of encouraging the development of new products. It offers a means whereby the enterpriser may hope to build a profitable demand for his new and differentiated merchandise which will justify investment. From growing investment has come the increasing flow of income which has raised man's material welfare to a level unknown in previous centuries.

"In a static economy there is little need of advertising. Only that minimum is necessary which will provide information regarding sources of merchandise required to facilitate exchange between buyers and sellers who are separated from each other. Clearly in a static economy it would be advisable to keep informational costs at a minimum just as it would be wise to keep all costs at a minimum.

"In a dynamic economy, however, advertising plays a different role. It is an integral part of a business system in which entrepreneurs are striving constantly to find new products and new product differentiations which consumers will want. Without opportunity to profit relatively quickly from the new products which they develop, entrepreneurs would not be inclined either to search for them or to risk investment in putting them on the market. Advertising and aggressive selling provide tools which give prospect of profitable demand.

Product Improvement

"The critic must realize that progress in product improvement comes slowly; merchandise does not come on the market in full perfection. The constant seeking for product improvements, with which advertising and aggressive selling are intimately related, has been essential to an ever-increasing variety of new merchandise.

"For much of this new merchandise advertising and other forms of aggressive selling play the significant role of aiding the expansion of demand and the responsiveness of demand to price reductions upon which widespread enjoyment of the products among the populace depends . . .

"Since advertising has in large part been associated with the promotion of new and differentiated merchandise, a substantial part of advertising costs should be looked upon economically as growth costs. They are the costs incurred in raising the econ-

omy from one level to another. From the standpoint of social welfare these costs have been far more than offset by the rise in the national income which they have made possible. Such costs should not be prevented or decried. In the future if man's material welfare is to be raised to higher levels in our free economy, the spark of enterprise must be kept glowing brightly; the chance to profit from the new should continue to exist."

Prof. Borden divided his investigation of the effects of advertising into seven section and sought definite answers in each so far as available evidence would permit. These sections are:

1. The effectiveness of advertising as a profit tool for business men.
2. The effect of advertising on the demand for products and services.
3. The effect of advertising on the costs of products and services.
4. The relationship of advertising to prices and pricing practices.
5. The effect of advertising on the range and quality of products available and on consumer choice.
6. The effect of advertising on investment and national income.
7. The ethical aspects of advertising.

Advertising Costs

The study also covers in some detail the problem of advertising costs. From an overall viewpoint, these are not great. Though they vary greatly from industry to industry, they amount to only about \$2,000,000,000 a year, roughly 3% of national income. The study further points out that approximately one-fifth of advertising expenditures are returned to consumers in the form of cheaper publications and free radio entertainment. Getting into specific cost breakdown, Prof. Borden points out that personal selling costs of manufacturers, wholesalers and retailers are several times as large as outlays for advertising.

An advisory committee, consisting of Professors T. H. Brown, L. P. Learned, H. T. Lewis, M. P. McNair, and H. R. Tosdal, of Harvard, in a statement regarding the significance of Professor Borden's study, summarized certain suggestions coming from the report which are applicable to both supporters and critics of advertising.

"Apart from the present emergency of national defense the problem of both business and government is how to keep the economic machine functioning, and from a practical standpoint that means functioning within the general structure of the private enterprise system. Very few people in business, in government, or in the community at large desire to see drastic social changes. But if such changes are to be avoided and if the economic machine is to be made to function effectively, it is necessary that businessmen, instead of being blindly antagonistic to all criticism, should become more acutely aware of the social consequences of their business acts and should seek to understand such criticisms of existing business practices as those which are dealt with in this study of advertising.

"This study shows that advertising properly carried out contributes to the maintenance of a dynamic economy and helps to raise the level of real income. The functioning of advertising along these lines, however, can be substantially improved if business men will study their problems more carefully and make better use of price strategy. The existing economic machine can also be made to run more smoothly if

KGKO
570 KC 5000 WATTS DAY
CP 5000 WATTS NIGHT NBC
FORT WORTH and DALLAS

Ask your Agency to ask the Colonel!
FREE & PETERS, Inc., National Representatives

UNCLE SAM IS BUYING RUBBER GOODS

Some of the contracts totaling over \$20,000,000 placed with Rubber Manufacturers and those who supply them between the middle of November and the middle of December, 1941. Millions More to Come.

The War Department, Washington, D. C., recently awarded supply contracts as follows: *abrasive wheels*, Allison Co., \$1,100; *aniline oil*, Monsanto Chemical Co., \$56,250; *bags, inner tube*, Kellogg Corset Co., \$3,465; *bags*, Pliofilm, Milprint, Inc., \$43,647.50; *Shellmar Products Co.*, \$43,647.50; *balloons*, Air Cruisers, Inc., \$16,800; *batteries, etc.*, Electric Storage Battery Co., \$1,006,415.60; *bearings*, Timken Roller Bearing Co., \$15,564.84; *belts*, Russell Mfg. Co., \$53,400; *brushes*, Pittsburgh Plate Glass Co., \$7,015.68; *cable, wire, and reels*, American Steel & Wire Co. of N. J., \$51,760.50, Anaconda Wire & Cable Co., \$1,020,200.80, Circle Wire & Cable Co., \$15,540.50, General Cable Corp., \$2,456,095.63, General Electric Co., \$535.50, Okonite Co., \$454.50, Phelps Dodge Copper Products Co., \$618, John A. Roebling Sons Co., \$2,020, Simplex Wire & Cable Co., \$19,147.90, United States Rubber Co., \$279,000, Whitney Blake Co., \$231,000; *canisters and gas masks*, Firestone Tire & Rubber Co., \$382,962.86; *casings and tubes*, Goodyear Tire & Rubber Co., \$1,146,188.51, U. S. Rubber, \$223,413.80; *chemicals*, American Cyanamid & Chemical Corp., \$647,600, E. I. du Pont de Nemours & Co., Inc., \$741,666.64; *cloth*, Coated Products Corp., \$118,437.50, Stedfast Rubber Co., \$106,875, Vulcan Proofing Co., Inc., \$301,590; *compass assemblies*, Taylor Instrument Cos., \$48,298; *cordage*, Diamond Wire & Cable Co., \$16,345.50, National Electric Products Corp., \$5,380; *couplings*, Essex Rubber Co., \$1,178; *covering inserts*, B. F. Goodrich Co., \$68,610; *disks, valve*, Goodrich, \$2,153.40; *duck*, Mt. Vernon Woodberry Mills, Inc., \$749,212.50, Turner Halsey Co., \$304,625, U. S. Rubber, \$79,500; *faceblanks*, Acushnet Process Co., \$178,250, Firestone, \$178,250, General Tire & Rubber Co., \$239,250, Goodyear Tire, \$239,250; *footwear*, Converse Rubber Co., \$127,051.60, Goodrich, \$166,942.80, Goodyear Footwear Corp., \$78,616.80, Goodyear Rubber Co., \$119,165.70, Hood Rubber Co., \$316,651.87, LaCrosse Rubber Mills, \$55,956.80, Servus Rubber Co., \$68,645.41, Tyer Rubber Co., \$68,044, U. S. Rubber, \$401,376.80; *forgings*, United Shoe Machinery Corp., \$5,509; *fuse bodies*, Boston Woven Hose & Rubber Co., \$49,200; *gaskets*, Toledo Industrial Rubber Co., \$2,064; *gasoline*

and oil, Socony-Vacuum Oil Co., Inc., \$52,318; *gloves*, Miller Rubber Co., Inc., \$3,096.60; *grinding wheels*, Bay State Abrasive Products Co., \$1,111.88, Carborundum Co., \$1,295.64, Norton Co., \$46,792.80; *hose, etc.*, Goodall Rubber Co., Inc., \$9,475.86, Goodrich, \$59,093.54, U. S. Rubber, \$5,399.16; *hosetubes*, Acushnet, \$85,470, Firestone, \$57,387.33, U. S. Rubber, \$115,137.33; *links, belt*, Firestone, \$2,002,000; *nozzles, inner tube*, Revere Copper & Brass, Inc., \$54,043.20; *oil retainers*, Garlock Packing Co., \$2,204.54; *plaster, adhesive*, Gotham Aseptic Laboratory Co., Inc., \$5,134.50, Johnson & Johnson, \$79,973.89, Kendall Co., \$42,239.61, Parke, Davis & Co., \$26,059.32, Seamless Rubber Co., \$16,058.08; *ponton spacers*, General Tire, \$4,025; *presses*, West Tire Setter Co., \$367,850; *pumps*, Baldwin Locomotive Works, \$13,475; *rafts*, Air Cruisers, \$392,040, Goodyear Tire, \$798,293.75; *raincoats*, Archer Rubber Co., \$239,528, Cable Raincoat Co., \$505,687.03, Cambridge Rubber Co., \$88,737, Chicago Rubber Clothing Co., \$41,667.42, Sigmund Eisner Co., \$214,912.49, Hodgman Rubber Co., \$36,763.20, Interstate Mfg. Co., \$36,616, Kay Sportswear Co., \$398,600, King Kard Overall Co., \$169,101.63, Marathon Rubber Products Co., \$484,440, Monarch Coat Co., Inc., \$160,930, U. S. Rubber, \$77,280, A. B. Zickert Co., \$54,924; *repair parts*, Firestone, \$18,100.18; *reports, testing and engineering*, U. S. Rubber, \$7,500; *reflectors*, Firestone Rubber & Latex Products Co., \$8,111.79; *scales*, Exact Weight Scale Co., \$23,328; *socks*, Mishawaka Rubber & Woolen Co., \$622.20; *solder*, National Lead Co., \$4,979.53; *tape*, Arno Adhesive Tapes, Inc., \$12,703.50, Kendall, \$9,750.72, Mica Insulator Co., \$595; *tape rolls*, Firestone, \$1,558.70; *test machines*, Baldwin, \$18,810; *tires and tubes*, Firestone, \$171,199.57, Goodrich, \$1,526.76, U. S. Rubber, \$8,388; *truck parts*, Firestone, \$18,892.39; *tubs, foot*, American Hard Rubber Co., \$1,210.72; *valves*, Goodrich, \$12,500, Lower Rubber Mfg. Co., \$79,125.12, O'Sullivan Rubber Co., \$73,500, Rubber Corp. of America, \$57,566.75; *webbing*, Everlastik, Inc., \$56,210.50, Russell, \$46,568, United Elastic Corp., \$139,888.60, J. W. Wood Elastic Webbing Co., \$1,955; *wipers and molds*, Garlock, \$1,849.90; *zinc dust*, New Jersey Zinc Sales, Inc., \$7,280.

That is why Rubber Manufacturers need Compounding Materials, Equipment, and Supplies of all sorts to speed up production.

Tell them what you have to offer through the advertising columns of

INDIA RUBBER WORLD

420 LEXINGTON AVENUE

JANUARY 15, 1942

ESTABLISHED 1889

NEW YORK

[65]



**Have you sent
for your copy
of
"NEW ACCENTS
IN INDUSTRIAL
ADVERTISING"**

**It's a Mighty Helpful Booklet for
TODAY'S Business Paper Advertiser**

"There is no corporate asset any company can have, greater than the faith of its customers in the inherent benefits to them of the company's products."

● 150 leading industrial advertisers "wrote" NEW ACCENTS IN INDUSTRIAL ADVERTISING. They describe today's changes in advertising objectives and state clearly, in a Blue Print of Action Chart, just what course they propose to pursue in their business paper copy. If you are pondering the "Why advertise now?" and "What to say?" problems, write for NEW ACCENTS.

it's FREE!

Write, on your letterhead, for your copy

McGRAW-HILL PUBLISHING COMPANY, Inc.

332 West 42nd St., New York, N. Y.

IN CHICAGO

Chicago's Distinctive Hotel
... the Bismarck offers you quiet friendly surroundings in the very heart of downtown Chicago . . . You will enjoy the famous food, celebrated orchestras and cheerful service throughout the hotel . . .

Write for free illustrated folder listing coming sports, shows, concerts and special events.

SILENTAIR ROOMS
... at no added expense enjoy a quiet, air conditioned room. Fresh, filtered air with your window closed assures the restful quiet essential for sound sleep . . .

OTTO K. EITEL
MNG. DIR.

**BISMARCK
HOTEL - CHICAGO**
RANDOLPH AT LA SALLE

[66]

business men will behave more boldly and fearlessly in pushing pioneering ventures and in keeping the door open to new types of enterprise. Efforts to choke off the entry of new enterprises, whether by means of patents, tying agreements, enormous advertising expenditures, or restrictive price control measures, such as price maintenance laws and not-selling-below-cost laws, will lead to the eventual disruption of the private enterprise system.

"Business men can help consumers by providing more product information. It is shortsighted of business men to oppose the development of a strong Consumer Movement. Under a free-enterprise system consumers have fully as much right to organize as does labor. Furthermore, the Consumer Movement is one of the corrective forces which keeps the economic machine in proper balance.

"Advertisers are in some danger of not paying sufficient attention to public sentiment. The practitioners of advertising have developed some interesting research techniques to find out what people like in advertisements and to find out what they like about products. It might be wise to use such types of opinion survey to keep in closer touch with evolving ethical standards by finding out what the public really thinks about many contemporary practices in advertising. There is a need to get at the facts instead of replying to criticisms by means of emotional statements based on half truths, because such replies serve only to encourage further emotional statements based on partial truths by the other side.

"The same admonition may be addressed to the critics of advertising. They are urged to examine the facts collected in this study, because an effort has been made impartially to appraise advertising and aggressive selling practices. The economists are urged to understand the organic functions of advertising in a dynamic economy. If this view of the function of advertising in a system of private enterprise is sound, advertising has a permanent place in modern life; and both the critics and the practitioners must work together to make advertising and aggressive selling serve even more effectively than in the past in the interests of the whole of society."

People

William H. Kearns, vice-president of H. W. Kastor & Sons, Chicago, has been named vice-president and general manager of the company's New York office. For the last three years Mr. Kearns has been closely identified with Procter & Gamble campaigns.



W. H. Kearns
heads Kastor
N. Y. office.

Robert M. S. Walker has resigned as executive vice-president of Wadsworth & Walker to join Roy S. Durstine, N. Y., as an executive.

Julian M. Snyder has been appointed vice-president in charge of research and marketing at Erwin, Wasey, N. Y.

SALES MANAGEMENT

Dr. Lyndon O. Brown, who has been in charge of the marketing and research department of Lord & Thomas, Chicago, has been appointed vice-president in charge of the marketing, media and research division of the agency.



Dr. Lyndon
O. Brown,
new v.p.
at
Lord &
Thomas.

Rufus Choate and **James J. Maloney** have been named vice-presidents of Donahue & Coe., N. Y.

C. H. Ferguson has been transferred from the Minneapolis to the San Francisco office of BBDO to serve as an executive on the Standard Oil of California account. Other additions to the BBDO staff in San Francisco include R. E. Mangan as promotion director and Fred W. Meyer as media director.

Walter M. Cramp has been appointed an account executive at Ruthrauff & Ryan, N. Y. For the past five and one-half years Mr. Cramp has been associated with BBDO in its contact and copy departments.

John E. Olson, art director of Leo Burnett, Chicago, has just been named a vice-president of the agency.

Don Belding, manager of the Los Angeles office of Lord & Thomas, has been elected executive vice-president and director of the agency.

War Activities

Chester Bowles, chairman of Benton & Bowles, N. Y., is taking a temporary leave of absence to set up a statewide rationing system in Connecticut, his home state. His first duty will be the allotment of tires.

C. D. Newell, president of Newell-Emmett, N. Y., has been appointed chairman of a national advisory committee on advertising of the American Red Cross.

Leonard Dreyfuss, president of United Advertising Corp., Newark, has been appointed by Gov. Edison to be Director of Civil Defense for the State of New Jersey and a member of the Governor's cabinet.

James S. Little, manager of the New York office of Charles Dallas Reach, has been called to active duty with the Naval Reserve.

New Business

William Weintraub, N. Y., has been appointed to handle the advertising for Schenley's *Ancient Age* whiskey. This is in addition to Dubonnet aperitif, Cresta Blanca wines and Schenley gins.

J. Walter Thompson, N. Y., has just been returned *Standard Brands' Chase & Sanborn* coffee.

Fulton Horne Morrissey, Chicago, has been appointed to handle the advertising for *United States Gypsum Co.*

L. E. McGivern, N. Y., has been appointed as promotion counsel by the Chicago Sun.

Lewis & Tokar, Newark, will handle the advertising for *Shifman Brothers*.

Blue Network Co., Inc., is formed as a separate, wholly-owned subsidiary of RCA, to operate the Blue network, to manage Stations WJZ, New York; WENR, Chicago, and KGO, San Francisco, and to furnish program service to more than 100 stations. Mark Woods is named president and Edgar Kobak executive vice-president. Niles Trammell, president of NBC, also will be chairman of the executive committee of Blue Network Co.

Radio News

With the actions of NBC and CBS against the new Federal Communications Commission rules still to be heard in Federal District Court in New York, the Department of Justice, on December 31, brought civil suits against NBC and CBS in Federal District Court in Chicago, alleging monopolistic holdings and seeking to enjoin these companies from practices through which they are alleged to hold control.

These chains, it is charged, control the broadcast time of 268 of the 800 commercial stations in the country, and among these are 50 of the 52 clear channel stations.

Combined national spot and national network gross billings in 1941 are estimated by *Radio Daily* at 18.6% more than in 1940. National network, it is said, rose 14.1%, from \$96,456,000 to \$110,000,000, and national spot was up 26.4%, from \$52,200,000 to \$66,000,000.

Mutual Broadcasting System reports that its billings for the year 1941 rose 53.2% from 1940, to \$7,300,955. December's gain was 64.4%, to \$948,498.

With the addition of WBOC, Salisbury, Md., on December 25, Mutual Broadcasting System now has 193 affiliates. . . . On December 31, CBS dedicated WCRC, New York, first of two new 50,000-watt international stations. . . . WKBH, La Crosse, Wis.; WMFG, Hibbing, Minn., and WHLB, Virginia, Minn., have become basic supplementary outlets of both the Red and Blue networks. . . . KGKO, Blue outlet in Fort Worth, increases its night power to 5,000 watts. . . . KGU, Honolulu, was off the air only a week by the Japanese bombing of Pearl Harbor.

KQW, San Francisco, announced its affiliation with CBS last fortnight with three full-page ads and three three-quarter-page ads in 25 daily newspapers in that area; in window cards in radio dealers' stores and street car bulletins.

help
IN SELECTING
YOUR NEW ADVERTISING AGENCY

To select the right agency for the unusual times ahead, you must interview a group of those most likely able to serve you. Here are 6 reasons why we belong in that group:

1. We offer the advantages of a small agency with a large-agency-trained staff.
2. Our principals have directed their own commercial businesses.
3. We spend more time in the field than most agencies.
4. Testing is a fundamental with us—for greater advertising results.
5. We know how to use advertising to do many jobs (other than move merchandise).
6. We serve a diversified group of national accounts—from class to industrial, from package goods to service.

Further facts in our new 5-minute folder, "Business Men Handle My Advertising." Write for your copy.

J. M. HICKERSON Inc.

Advertising Agency Service

110 East 42nd St., N. Y. • MURRAY HILL 3-7426

CATALOGS
BROADSIDES
SALES HELPS
BY
PHOTO
OFFSET
1000 COPIES \$3.73
Printed 1 side on 20 lb. White Bond
Additional 100 Copies 22 cents
Sample Folder on Request
LATHAM PROCESS CORP.
200 HUDSON ST. • N. Y. C. • WORTH 4-7740-1-2

Famous FOOD **hotel** **Lennox** **St. Louis** **Rooms** **FROM \$1.00** **Friendly SERVICE**
DOWNTOWN ST. LOUIS AT YOUR DOORSTEP!

GIBBONS KNOWS CANADA
J. J. GIBBONS LIMITED • ADVERTISING AGENTS

MONTREAL
TORONTO
WINNIPEG

REGINA
CALGARY
EDMONTON
VANCOUVER

Anticipate...

FOR YOUR NEXT CHICAGO VISIT
...THE PLEASURE OF STAYING AT
THE NEWLY
MILLION-DOLLARIZED

CONGRESS HOTEL

★ The Congress makes hotel history with its smartly designed guest rooms and suites varied in styling: Tropical, Nautical, Mexican themes and many others. All public rooms are radiantly beautiful.

1000 ROOMS from \$3.00

*On Michigan Boulevard
CHICAGO
Facing Lake Michigan*

CALLING ALL TRAVELERS!

KEEP YOUR EXPENSES IN
BEACH'S
"Common Sense"
EXPENSE BOOKS

Get them from your
stationer or write to
Beach Publishing Co., Detroit, Mich.
7338 Woodward Avenue

ANIMATE YOUR STATISTICS

The Pictographs designed by the Chartmakers, Inc., and featured in *Sales Management* show how effective statistics become when treated pictorially. The huge popularity of the S. M. Pictographs is proof that statistics treated graphically by the Chartmakers, Inc. capture new life and hold the casual reader's attention. Get that same reader acceptance for your charts by calling PL 8-0450.

THE CHARTMAKERS, INC.
480 LEXINGTON AVE., N.Y.



In a year-end statement, Niles Trammell, president of NBC, pointed out, among other things, that "our news programs increased 65% in volume in 1941," and that NBC now serves a Mexican network of 23 stations and a Pan American network of 109 stations.

* * *

To prove that the war will not "unstabilize" radio, WNEW, New York, announces that, during December, it signed contracts with 21 advertisers for 1,849 quarter-hours, 52 half-hours and 5,468 spot announcements . . . WPAT, Paterson, N. J., begins a series of 25-minute broadcasts on "The Fourth Estate," with managing editors of the five Moreau newspapers in that area participating.

* * *

William G. Rambeau Co., radio station representatives, opens a San Francisco office at 580 Market Street, headed by William S. Grant, and a Los Angeles office in the Markham building, in charge of Fred Allen. This company recently was named to represent KFWB, Los Angeles; KJBS, San Francisco, and WIL, St. Louis.

* * *

Charles S. Holbrook, from *Yankee Magazine*, joins the Blue network sales staff in New York. . . . Ralph J. Gleason, from *Printers' Ink*, is named trade news editor of CBS. . . . Edith Dick is appointed assistant general manager and Walter Kaner publicity and promotion director of WWRL, New York.

* * *

WABC, New York, tells its 110 advertisers that they "invested more money in WABC time and facilities during 1941 than in any previous year."

Magazine News

The 213-year-old *Saturday Evening Post* and five-year-old *Life* were neck-and-neck for first place in the advertising lineage race among weekly magazines in 1941. Considered for the full year, the *Post* led by about 1%—2,863 advertising pages vs. *Life's* 2,832. (Both have 680 lines to the page.) In the first half, the *Post* carried 1,502 and *Life*, 1,405, but in the second half *Life* had 1,427 and *Post* 1,361 . . . In the year 1940, *Post* carried 2,797 and *Life* 2,503 advertising pages.

* * *

The home magazines also had a pretty close race in 1941. *Better Homes & Gardens* carried 379,000 advertising lines; *House & Garden*, 349,000; *American Home*, 333,000, and *House Beautiful*, 325,000.

* * *

Country Gentleman reports that its January issue carries 41.8% more advertising lineage, 43.2% more advertising revenue than January, 1941.

* * *

Fortune continued to lead the monthly magazines and *Vogue* the women's magazines in advertising last year.

* * *

WHO, introduced last April as the first American product of Ake Bonnier, Swedish publisher, appears next month in 8½ x 11 size, with price reduced from 20 to 15 cents, and under distribution of Curtis Publishing Co. Maxwell Ullman is named advertising director, and Lee Wagner circulation director.

* * *

Hunting & Fishing, with which *National Sportsman* recently was combined, increases editorial content 50% . . . *United States News* issues a study on "Effect of the War on Advertising" . . . *Journal of Living* starts to carry national food advertising.

* * *

ing . . . *New Jersey Voter*, Newark, changes its name and scope to *Spokesman*, "the magazine of New Jersey." Bert Garman becomes business manager.

* * *

Collier's last week ran a double-page spread in newspapers of New York, Chicago, Detroit, Los Angeles and San Francisco to say that "War goes all-out . . . We're all-out to cover it."

* * *

Harold A. Wise, vice-president and advertising director of Macfadden Publications, is appointed general manager of *Liberty*. Mr. Wise has been with the company for 22 years.



H. A. Wise,
new general
manager of
Liberty
Magazine.

John F. Carter, recently national advertising manager of *Design for Living*, joins the sales staff of *Popular Science Monthly* . . . James McGuire, formerly advertising manager, California Almond Growers Exchange, becomes assistant advertising manager of *Pacific Rural Press*, San Francisco . . . James B. Edgar is named eastern advertising manager, and Thomas E. McCann joins the eastern advertising staff of *Charm*, New York.

* * *

Vogue will publish its fifth Americana Number on February 1 . . . *Ladies' Home Journal* reproduces in a booklet, called "Eleven Acts in the Life of Man," several ads in its series on the theme, "Never Underestimate the Power of a Woman!" This power, incidentally, brought the *Journal* \$1,511,368 more advertising revenue in 1941 than in 1940 . . . *Glamour* reports an increase of 107.4% in advertising pages in 1941.

Newspaper News

More newspapers announce rate adjustments, with increased circulation . . . Based on a gain of 12.2% in daily circulation and of 16.9% in Sunday circulation, the St. Louis *Post-Dispatch* raises its open line rate 9.7%, from 46½ to 51 cents . . . Boise, Idaho, *Capital News* increases its line rate from 7 to 8 cents, effective April 1. Circulation basis is changed from 17,000 to 19,500.

* * *

Editor & Publisher recently reported steady increase in both daily and Sunday newspaper circulations in 1941.

* * *

The Chicago *Sun* reports that it had 584 display advertisers and more than 1,600 classified advertisers in its first month . . . L. M. Clark, Inc., extends its readership surveys of major city newspapers to cover the Baltimore *Sun*, morning and afternoon; Boston *Globe*, morning and afternoon, and Detroit *Free Press* . . . Minneapolis *Daily Times* appoints Osborn, Scolaro, Meeker & Co. national advertising representative . . . Jacksonville, Fla., *Times-Union* began this week to distribute *Parade*, weekly picture newspaper.

* * *

The Philadelphia *Evening Public Ledger*,

SALES MANAGEMENT

founded in 1914 by the late Cyrus H. K. Curtis, ceased publication on January 5 on order of Federal District Court there. A receiver will liquidate the property. Its circulation was 171,000 . . . The *Morning Public Ledger*, founded in 1836, was merged with the Philadelphia *Inquirer* in 1934.

* * *

Newspapers have gone all out for victory in a variety of ways . . . Carriers of the Providence *Journal-Bulletin* in a single recent week sold more than 600,000 10-cent defense stamps, believed to be a national record through this means . . . New York *Journal of Commerce* introduces a "victory market place," to bring together owners of idle equipment and manufacturers holding war contracts . . . The Dallas *Morning News* sends to advertisers a booklet by Ben B. Hunt, written as a reader's appreciation of its efforts for Pan American solidarity . . . Publication of the Honolulu *Advertiser* and *Star-Bulletin*, reports the Katz Agency, national representative, has not been interrupted by the war.

* * *

The Bureau of Advertising, American Newspaper Publishers Association, issues an advertisement for use by member papers titled "What's in It for Me," showing retailers the effect of national newspaper advertising on their business.

* * *

New York *Post* reports largest gains among evening newspapers there last year in total advertising, display and retail advertising . . . Wall Street *Journal* introduces air express delivery to Florida.

* * *

Chicago *Journal of Commerce* announces a news affiliation with the New York *Times* and the addition of columns by Raymond Moley, who continues also to write for *Newsweek*, and by Dr. Melchior Palyi, economist, and now visiting professor at University of Wisconsin.

Business Paper News

Gasoline Retailer, New York, launches a plan for organizing operators of the 200,000 gasoline service stations in the country into a National Service Station Defense League. The program is intended to "build morale among the stations, educate them on the subject of air raids, and tie them into a concerted movement to back American war efforts."

* * *

Gillette Publishing Co., Chicago, sells to Liquor Publications, Inc., New York, the subscriptions, advertising contracts, editorial files and statistical data of *Mida's Criterion*, which are being taken over by *American Wine & Liquor Journal*. Liquor Publications will introduce *Monopoly State Review* in February.

* * *

Cook Publications, New York, has been formed to publish *Voluntary and Cooperative Groups Magazine*, *Self-Service Grocer*, *Household Hints* and *Gordon Cook's Creative Kitchen*, grocery trade publications, which heretofore have carried the name of different publishers.

* * *

Water Works Engineering, New York, sends advertisers a "flow chart," showing how this publication "functions in your behalf."

* * *

R. M. Thierer is named sales manager and A. G. Sutherland New York advertising representative of *Food Industries*, a McGraw-Hill publication . . . R. A. Neubauer, recently eastern manager of *Radio Today*, becomes district manager of *Electrical Equipment*, covering New York and Philadelphia territories.

* * *

Restaurant Management introduces a regular editorial section on "Feeding for Defense."



The Hartford Courant

Established 1764

(Sells for 4c)

Represented Nationally by
GILMAN, NICOLL & RUTHMAN

New York, Philadelphia, Boston
Detroit, Chicago, San Francisco

100 NEW SALES PROMOTION \$5
PHOTO SUBJECTS



She Sells Sun Lamps!

GET attention for your story. That's where we go to bat for you with smart eye-catching photos that make promotions click and increase profits. Over 100 new subjects every month, for every business, \$5 monthly.

FREE write for free proofs, books and details of unique EYE*CATCHER Plan.

EYE*CATCHERS, Inc. 10-12 E. 38 ST. NEW YORK



Calvert Distillers Corp. gave 325 United States Defense Bonds—instead of cash or merchandise—to quota-makers and quota-busters in a recent sales drive for Calvert Reserve. Quotas were reached by 96% of the sales force. One man in three doubled his quota or better; one in ten tripled his quota or better. Jim Johnson (left) and Arthur Deery, Calvert assistant general sales managers, check a chart of day-to-day sales figures to make sure that no prize-winner is overlooked.



PUT A TACK in Your Salesmen's (ahem) Chair

Praise be, if you have something to sell these days—if you have, and the boys are getting a bit heavy in the posterior, joggle them with the sharp point of a "Tailor-made" Maritz Sales Builder Plan. Whether your sales force consists of six men or six thousand, we can cook up a program that will bring out the Sporting Blood of your sales people, give them something to shoot at, knock competition for a loop! *Write for full information. No obligation.*

MARITZ SALES BUILDERS

Kinloch Building • St. Louis, Mo.
*Merchandise Prizes and Plans
for Sales Contests*

HOTEL MARYLAND



Send your salesmen here. We'll keep their expenses down. Good food, comfortable rooms at very reasonable prices. Plenty of parking space. Close to Michigan Avenue and convenient to the loop. Men "on the road" like to stop at the Maryland.

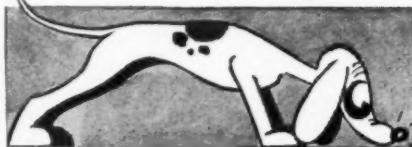
350 Rooms with Bath

Wm. S. Mitchell, Manager

"On the Gold Coast"
900 RUSH STREET

CHICAGO
Interstate Management Corporation

TIPS



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT**, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

Research to the Front as Markets React to Pressure

First aid to the marketing executives who are today as never before probing deep into the changing demands of distribution and consumer buying trends is offered by the professional market researchers. Well known in the field, the A. C. Nielsen Co. offers executives not already familiar with its methods and service a number of booklets which boil down to highly interesting details, graphically illustrated as such an organization prepares its reports, the consumer's view of products and services. In *"Increasing Profits in Food Stores by Meeting Consumer Preferences,"* for example, such pertinent questions as the following are answered: How great is consumer interest in food store advertising? How do consumers react to various types of promotions (cooking schools, premiums, etc.)? How far does the average housewife travel for food? What factors are important when purchasing groceries, produce, and meat? These and scores of such points, of interest to manufacturers who today are faced with selective marketing as never before, are amply presented in a 60-page, color-printed booklet. Similar studies are made in the drug, liquor, radio fields, with indices set up for use of clients in establishing sales and advertising policies. For these and similar studies, write J. P. Napier, A. C. Nielsen Co., 2101 Howard St., Chicago, Ill.

The Norfolk Challenge

For lo! these many months, things market-wise have been happening in the Norfolk, Va., area. Long before many of the present defense boom-towns started upward, naval appropriations were pouring into the navy yard, the huge shipbuilding plants of Newport News, Langley Field, the Norfolk Naval Operating Base. **SALES MANAGEMENT**'s High Spot City record has traced this development each month, many of which showed Norfolk, Portsmouth and Newport News at or near the top of the list. In a new survey entitled *"Norfolk, Virginia, America's No. 1 Sales Area"* Station WTAR of that city has brought together the essential marketing statistics needed by executives in estimating the present and future potentials existing here. The study is excellent in its brevity and conciseness. Shows troop and payroll data for each of the seven major government plants; also contractor and payroll data, retail sales, building construction, banking and other essential information. Write Campbell Arnoux, Station WTAR, Norfolk, Va., for your copy.

* * *

"Retail Trade Diversion-Industrial Selling"—of importance in war economy, the matters of industrial selling and retail trade

diversion—adversely influencing perhaps one-tenth of our national bill for consumer goods—are analyzed in a recent report by the Committee on Industrial Practices of the N.A.M., and the Committee of the Retail Trades, New York Council on Retail Trade Diversion, Inc. Sales executives of consumer goods will be interested in the official stand taken by these bodies, and should address inquiries for copies to Luther K. Bell, New York Council on Retail Trade Diversion, Inc., 60 E. 42nd St., New York, N. Y.

* * *

"Intimate Notebook of an Executive Secretary"—Good reading for executives forced to do double time in half time with diminished staffs. How to maintain efficiency—better still, how to increase it. And a promotion piece of considerable merit, in its own right. Requests to Dickie-Raymond, Inc., 80 Broad St., Boston, Mass.

* * *

"A Storm Warning to Salesmen"—For some salesmen, these are dangerous days. For others, today, with all its unprecedented conditions and restrictions, presents a golden opportunity." Easy sales and slipshod methods—priorities shortages—and the other obstacles to clearheaded sales thinking are paraded in this pocket booklet, which any salesman can read with relish and conviction. Written by H. K. Dugdale, past master in the art of creative writing for sales organizations, and author of books which have been widely used. Available in quantities. Write for sample, addressing Mr. Dugdale, c/o Van Sant, Dugdale & Co., Baltimore, Md.

* * *

*"Advertising and the War"—Of the many analyses of this war's effect on the sales and advertising economy of the country, three pocket-sized booklets stand out as desirable reading. *"Advertising's Place in America"* is a reprint of three articles by Raymond Moley. Address Arthur V. Anderson, *Newsweek*, Broadway & 42nd St., New York, N. Y. . . . *"This, or Silence,"* advocates use of advertising to speed up business and government activities, as expressed by H. A. Batten, N. W. Ayer & Son, Inc., Philadelphia, Pa. . . . *"Advertising for the Duration"* is Abbott Kimball's estimate of the new pattern in advertising, as a long range social force. Address, Abbott Kimball Co., Inc., 250 Park Ave., New York City.*

* * *

*"A Report on the Thoroughness with Which Magazines Are Read"—This survey, by Elmo Roper, was discussed at length in the "Media" column of our January 1 issue. Since then, the principal facts, relating to the length of time readers spend with magazines—the third dimension in coverage—have been published in report form. So far as known, this is the first attempt to discover the influence of editorial content on actual reader time, thus exposure to advertising. Three groups of magazines are concerned—general monthlies, service monthlies, and weeklies. For copies, address M. G. Rollins, *Cosmopolitan*, 57th St. at 8th Ave., New York, N. Y.*

* * *

"Advertising Rate and Data Guide"—the 17th annual edition of this guide is available to advertisers. In greatly condensed form, lists rates, circulation, closing and issuance dates for general, farm, mail order, direct selling and trade magazines; also newspaper display and rotogravure sections. Also classified ad information leading newspapers. Radio time rates and wattage principal stations and networks. 52 pages. Requests to E. H. Brown, E. H. Brown Advertising Agency, Merchandise Mart, Chicago, Ill.

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order. Classified Rates: 60c a line of seven words, minimum \$3.60. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 32 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

POSITION WANTED

Available! Nationally Known Advertising and Sales Promotion Executive

Fifteen years of successful accomplishment with 4A agencies and large advertisers, have given this man of 36 an unusually broad knowledge of advertising, sales promotion and public relations. A versatile, vivid writer and visualizer, thoroughly grounded in market research, merchandising, distribution and management, he produces advertising that gets results in increased sales. Now employed. Box 815, SALES MANAGEMENT, 420 Lexington Ave., New York.

SALES MANAGER

Now employed as general manager of company which is closing because of inability to get metal. Have 15 years' sales management hiring, training men, establishing distributors and licensees. Excellent knowledge of important markets. Familiar with Priorities. Will reside anywhere. Age 40; married; Gentle. Box 807, SALES MANAGEMENT, 333 N. Michigan Ave., Chicago, Ill.

MAILING LISTS

SPECIAL MAILING LISTS, CHEMISTS, Accountants, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 2024 Walnut St., St. Louis, Mo.

LINES WANTED

ESTABLISHED SALES AGENCY COVERING Texas, New Mexico, Arizona, Utah, Southern Colorado, Eastern California, desires additional lines for Paint, Hardware, Lumber Yards and General Stores. APCL, Box 990, Phoenix, Ariz.

SALES PROMOTION

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Cortland 7-4836

SALES CARTOONS

MERRELL FEATURES specialize in original, creative cartoons for Sales Contests, Sales Bulletins, House Organs and Cartoon Advertising Strips. Send for samples of our "SALES PEPPER-UPPERS" monthly service. MERRELL FEATURES, 318 W. Randolph St., Chicago, Ill.

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Although the editors endeavor to make this list complete and accurate, necessary last-minute revisions may result in occasional omissions or other errors.

One Way You Can Help Lick The Japs and Nazis!

HERE are 1,770,355 retail merchants in this country. Suppose each store has only 10 customers per day (absurdly small isn't it?)—and that the salesmen waiting on these 17,703,550 customers expressed attitudes such as these: "I don't know when we will have any more of this product." "No ships are bringing in the stuff used in its manufacture—and, besides, the Government won't let them make it." "It's getting worse and worse each day, and I don't know what's going to happen."

If talk like that becomes widespread—and it easily *may* happen—the Axis powers have the equivalent of an effective Fifth Column working for them.

But what if these merchants and clerks have the optimistic slant—the slant that breeds courage and confidence—that says: "Yes, we have something almost like that—I think you will like it. Remarkable how we have so many things now when we have to build so much equipment for the boys on the fighting line. No other country but ours can do it."

That kind of stuff will send those 17,703,550 customers home with their shoulders up—with pride in their hearts that they are Americans—civilians who will be willing to go to all ends to help lick the dirty Japstards and the lousy Nazis.

And you Sales Managers can mobilize your army of salesmen to show the retailers the important part they can—and must—play in this all-out war. It's a job that rightfully belongs to you. It's your responsibility!

But action must be started quickly. We have got to beat the calamity howler to the gun. Here's an example of the type of material that you should distribute. Cut it, edit

EDITORIAL NOTE: Ed Bill is the brother and partner of Ray Bill, whose page this normally is. He is the publisher of magazines in several retail trade fields and has had a long and successful experience in motivating and activating retail merchants and their clerks.

it, clip it, re-write it—but smash it home through your salesmen to the retailers today—not tomorrow. Put multiple copies in the hands of your men.

Retailers Can Raise Civilian Morale

During the progress of this war, it is inevitable that further restrictions will be imposed upon industry; that shortages in certain lines will occur, and that other limitations, which will work hardships upon the retailers, will appear.

These are burdens which must be carried in order to lick those dirty Japstards and lousy Nazis who are making war upon us.

This is our sacrifice, and a small sacrifice it is indeed in comparison to that which is asked from those of more youthful age who are with our combatant forces.

The manner in which the retailers make this sacrifice and meet these hardships will play an important part in achieving Victory.

Don't grumble, complain, or be despondent to your customers! If you do, you will only be breaking down civilian morale.

Square your shoulders, put a smile of confidence on your face. Meet your disappointed customers with such statements as: "It's better here than any other place in the world." "There may be some shortage, but we have more than any other people on earth. Let's keep it that way." "What the devil have we to complain about? We're lucky."

Such optimism will give confidence to the public at large. And don't forget, service morale is built upon public morale.

No other group can create this confidence better than you retail merchants because of your frequent contacts with your customers.

Before subversive propaganda spreads, spike it with optimism and confidence.

Take up the challenge. Do your job—for your country—with confidence—with pleasure—and with pride.

Help lick the dirty Japstards and lousy Nazis!

How about it, fellows? The production manager and the factory workers are getting the stuff out for the boys who must do the real job in this war. Here is a real service—an important service—that the sales end of business can render to our country.

EDWARD LYMAN BILL.

SALES MANAGEMENT